



Jordan Loan Guarantee Corporation

Final Report

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Submitted to
USAID

IQC No PCE-I-00-99-00008-00
Support for Economic Growth and Institutional Reform



July 1999

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EXECUTIVE SUMMARY

This report, along with its Appendices, contains the results of the activities performed by the IT/Database Advisor under the Scope of Work calling for technical assistance to the Jordan Loan Guarantee Corporation

Following initial familiarization with the Corporation's operations, a **Situational Analysis** was formulated to provide the back drop for ensuing activities. During this phase, existing procedures were examined and volumes and values were obtained. In addition, inventory of existing automation was secured and its efficacy assessed. Computer room security as well as data protection were found to be deficient and recommendations for immediate remedial action were given verbally in addition to being formulated in this report. Relevant comments are provided under sub 2 0

Based on the findings, **several strategies** were formulated, both with respect to a possible change in the Corporation's approach towards guarantee provision and relative to the direction of replacement automation, in terms of application, communication, database, hardware and client operating software. To assist progression of envisaged initiatives towards realization, an **Operations Model** was constructed and this, in turn, was utilized to provide supporting documentation for **Requests for Information** submitted to a number of Amman-based application developers/systems integrators. The relevant activities are described in sub 3 0 and include recommended next steps with respect to approach and ongoing consultation during implementation.

A set of three **Credit Evaluation/Scoring Models** was constructed to address the distinct risk management requirements of each of Domestic Loan Guarantees, Housing Loan Guarantees and Pre-Shipment Export Credit Guarantees. A corresponding Operations & Training Manual was developed and a demonstration/training session was held with each of the product groups. Details can be found under sub 4 0

Project Scope called for the development of a framework for an **Exporter Information/Credit History Database**, and this was accomplished as well. Relevant data elements/parameters, database structure and proposed code sets all form part of this construct, as further detailed under sub 5

Training Room requirements were initially assessed and, following the Corporation's decision to consolidate its operations on a single floor, further assistance was rendered with respect to design issues to accommodate revised space and measurements (see sub 6 0). Proposed procurement for furnishings and equipment was also addressed.

Section 7 0 provides a **Summary of Recommendations** found in this report.

The writer wishes to express appreciation for the assistance, cooperation and support of the Corporation's staff, evident throughout this assignment.

1 0 BACKGROUND

Jordan Loan Guarantee Corporation ("JLGC", or, "the Corporation") is a private sector, public shareholding company established under the laws of the Hashemite Kingdom of Jordan (HKJ) for the purpose of fostering economic development in the Kingdom. The Corporation focuses on providing re-payment guarantees to domestic banks for both local and pre-export working capital loans extended to Jordanian borrowers. At present, the beneficiaries of these programs are Jordanian-owned, small/medium-sized enterprises (SMEs) which have limited access to financial institutions, or lack sufficient collateral to secure needed financing. More recently, direct payment guarantees to Jordanian exporters to cover post-shipment commercial (overseas importer) and political (country) risk were added to the product line.

JLGC's initial mandate was to carry on the activities of its predecessor organization and provide Domestic Loan Guarantees (DLGs), including Housing Loan Guarantees (HLGs). However, to assist the expansion of its operations into export oriented activities, several studies were conducted under the auspices of, and funded by, the United States Agency for International Development (USAID). In this context, First Washington Associates, Ltd. (FWA) of Arlington, Virginia, as experts in Trade Finance and related issues, were commissioned to conduct a feasibility study and a relevant report was issued in August 1995. As a consequence, JLGC's product line was expanded through provision of Pre-Shipment Export Credit Guarantees (ECGs). A subsequent study by FWA, published in December 1996, highlighted, among others, the need for operations streamlining and progressive Information Technology (IT) development to assist JLGC's current operations and accommodate expected growth. June 1999 saw the further commissioning to FWA of implementation of certain components of its earlier recommendations relative to JLGC's operations/IT infrastructure. Underwriting capability, portfolio management and risk/reward issues, as well as associated training, were important co-development priorities.

Infrastructural --and especially automation-- initiatives often reflect a need to neutralize the pain or pressures of the moment. The danger of a piecemeal approach is that system components often are developed in relative isolation, thereby necessitating awkward interfaces and/or modification/enhancement at a later date. It is an established fact that the financial, equipment and human resource investments in initial development rise exponentially with each requirement for change. The global effort to resolve the Year 2000 (Y2K) problem is a prime example. Therefore, a strategic and longer-term, "big-picture" view must provide the overall framework within which to realize individual initiatives. In this manner quality and sufficiency have a better chance of being built in up-front --and do not have to be (re)invented at a later date at additional effort and cost-- and the infrastructure is positioned for ready assimilation of additional components or variables (such as new product) when the need or opportunity arises.

Expansion of JLGC's capability beyond HKJ's borders is not currently contemplated, but such potential should perhaps be borne prominently in mind when considering the implications and concomitant initiatives of this report. At the macro level, the development of Jordan as a regional service and financial center, along the lines of Singapore and even if in competition with Beirut, is a consideration which would accrue significant benefits to Jordan's (and the region's) economic

development and related employment opportunities The Kingdom already has a high level of education, much individual enthusiasm, a welcoming and friendly population, a high degree of religious and ethnic tolerance, and a ruling philosophy/pragmatism which is demonstrated in its regional, peace-oriented leadership role Also, Jordan's central location, accommodation capacity, close proximity to major tourist and pilgrimage sites, and relatively inexpensive cost-of-living can be promoted to provide an incentive to foreign visitors to make Jordan their first port-of-call and/or base for excursions into neighboring countries

2 0 SITUATIONAL ANALYSIS

For the purposes of analysis it is useful, at least initially, to distinguish between two principal operations streams, i.e. the DLG/HLG/ECG stream and the PSG stream, not only because of their distinct client bases, but also in view of the currently separate directions and levels of automation. Domestic Financial Institutions (DFIs), or Participants, constitute JLGC's client base under the DLG/HLG/ECG programs. On the other hand, PSG customers are local exporters which deal directly with the Corporation. While it is true that the requirements of, and within, these several product lines differ in important ways, it is equally true that there exists significant functional commonality. This latter aspect needs to be borne prominently in mind in order to arrive at an analysis which provides meaningful inputs to derived strategies.

2 1 DLG/HLG/ECG Programs

2 1 1 *Application Process*

Communication between Participants and JLGC takes place through a number of forms which are currently transmitted by fax. A Form 100 series has been adopted for DLG/HLG transactions and a Form 200 series for ECGs. The process for the two products is identical, although the information elements differ somewhat. The intended high level evaluation/approval, reporting and claim steps are enumerated below.

- Participant wishes to seek JLGC guarantee cover for credit to be extended to a domestic borrower or exporter under a predetermined, overall limit extended by JLGC to the Participant
- Participant ascertains borrower qualification relative to JLGC's criteria and objectives, performs certain agreed upon due diligence, financial analysis and credit checks, and investigates potential collateral arrangements
- Using a JLGC provided and supported/maintained software program, Participant prepares and submits an Inquiry Application (Form 101/201) to JLGC, seeking
 - Information as to the Corporation's previous guarantee status and experience in connection with the borrower/exporter and/or its owners
 - JLGC's confirmation that the proposed loan is in accordance with the terms of JLGC's Master Agreement with the Participant
 - Information concerning borrower/exporter existing, overall exposure vis-a-vis JLGC (i.e. outstandings at other Participants)
- Upon receipt, JLGC analyzes the preliminary information, answers the questions posed to it, signs and returns the Form to the Participant. This response essentially constitutes the Corporation's notification of approval or decline in principle. Additional information may be requested from the Participant in order to reach a decision.
- If JLGC's response is positive, the Participant decides whether or not it wishes to proceed with the envisaged credit extension to the borrower/exporter. If affirmative, the Participant sends JLGC a Form 102/202, confirming that it has approved the granting of the loan and providing

additional information on the client, the terms of the loan, the project to be financed, financing sources and cash flows, collateral and ancillary detail. The Form also stipulates the risk coverage ratio as determined by JLGC's guarantee provisions.

- Upon receipt, JLGC examines and evaluates the detail and, if proven satisfactory, sends a formal letter of confirmation/approval to the Participant.

Except for the final, formal approval letter, which is mailed, all aforementioned communication currently takes place by fax. An in-house developed In/Out system is used to account for and control incoming and outgoing mail and fax messages.

2.1.2 Reporting Procedures

The guarantee arrangement calls for the submission of periodic Reports as follows:

- A Quarterly Report (Form 103/203) by the Participant to the Corporation, enumerating summary details of JLGC guaranteed loans currently on the Participant's books, as well as statistics on the number and aggregate values of rejected and repaid loans, and projections for the ensuing quarter.
- A Monthly Report (Form 104/204) by the Participant, advising the Corporation of Past Due Loans and providing details of the default (including the amount of unpaid installments and the number of days past due), reason for non-payment and collection endeavors.

As with the initial application process, the communications mode for these two reports is also fax.

- Once a loan has been in default in excess of a certain period (currently 180 days), Participant submits its claim for principal and past due interest to the Corporation. This is represented by Form 105a/205a with enclosed proofs of the Participant's due diligence in extending the loan, as well as Form 105/205 which enumerates a number of details concerning the loan, including collection and follow-up endeavors/proposals, and legal steps taken. Documentary proof of these aspects is attached to the Form.

2.1.3 JLGC Internal Process & Verification

In addition to responding to a Participant's request for information from JLGC's database, Corporation staff examine (**and re-key**) the Participant's application details using the Corporation's in-house program, which is counter-part to that installed at the Participant. JLGC staff also check four (4) newspapers for details on legal actions and blacklistings of borrowers/exporters, the detail of which is also **entered** into JLGC's database. By and large, JLGC relies on the information provided by the Participant, including financials, and it does not independently verify the registration of collateral. The JLGC database therefore constitutes a manually updated resource on which both JLGC (directly) and the Participant (indirectly) can draw. It is only when a claim is submitted by the DFI to JLGC that the latter subjects the entire borrower file (Form 105/205 and

attachments) to detailed analysis to establish whether or not the Participant's original credit decision forms an appropriate basis for honoring the guarantee extended by JLGC

2 1 4 Contemplated Process Changes

The Corporation is contemplating certain changes to the original process design by combining Forms 101 and 102 (in the case of DLGs/HLGs) and has already changed Form content (transfer of data elements from Form 202 to Form 201) for ECGs. While process amelioration is always a valid exercise, care should be taken to insure that such changes are coordinated and synchronized, so that the transaction processing steps and the form and structure, if not the content, of information detail for the several products is kept as generic as possible. In a semi-mechanized, paper environment such as exists today, the focus may be on differential treatment, and extant organizational idiosyncrasies (inherent in the status quo) tend to reinforce this. However, if "best process" is to be achieved as part of the envisaged, fully automated environment, then we recommend that the changes currently contemplated are subsumed as rationalized messaging requirements for automation. This will serve intelligent resource utilization (staff and equipment), provide cross training opportunities --both at JLGC and at the Participants' Front-End-- and foster internal and external credibility.

It is therefore most strongly **recommended that Management issue a cease-and-desist order** to prevent pursuit in isolation. Any **contemplated changes** in the process or data elements of any or all of these (and possible future, highly similar) products **must be synchronized** prior to implementation in order to preserve best, generic process. If a change is contemplated, then the validity and implications require full, internal discussion and agreement prior to formal Management sign-off and implementation. Failing this, any attempt at operations streamlining and attendant IT initiatives will be short-lived to the ultimate detriment of desirable cost efficiencies.

2 2 PSG Program

2 2 1 Application Process

In contrast to the DLG/HLG/ECG program, PSG resources deal directly with the exporter to cover overseas importer (commercial) and country (political) risk. Relevant exposures are partially re-insured. An existing, single arrangement with COFACE of France re-insures 80% of the buyer/country risk guaranteed by JLGC. Obviously, this has locked JLGC into COFACE until now. However, as JLGC expands its PSG product volumes and overall exposures, it will want to seek alternative and (entity/geographic) risk-spreading re-insurers. It will also want to be in a position to query other international credit databases to reduce its current, singular reliance on the COFACE facility.

The high level application/approval steps are as follows

- Exporter sends an inquiry letter to JLGC on foreign Importer qualification under the program
- JLGC queries the COFACE database, obtains information on the Importer and/or the country of import, and determines a credit limit for each. A connection to the COFACE site was

established on July 5, 1999 for this purpose, initially through dial-up JLGC has since secured a Leased Line from its local service provider, thereby providing 24-hour Internet access This has also enabled multiple, concurrent access by the entire JLGC community to other Internet sources

- JLGC submits a proposal to COFACE with a view to determine the premium
- Following receipt, JLGC extends an offer to the Exporter and advises Exporter concerning specific Importer and country limits, applicable premium rates (a minimum is applicable on signing) and on COFACE monitoring fees, which are passed on to the Exporter if a guarantee contract is entered into
- If Exporter agrees, a PSG contract for post-financing is concluded
- Base premiums are determined by COFACE and are shared with JLGC
- JLGC is at liberty to raise COFACE advised fees but, if it does, it is then obligated to share relevant income with COFACE on a pre-determined sharing scale

2 3 Volumes & Values

The Volume & Value predictions under the four programs are as follows

VOLUMES & VALUES PREDICTIONS

Prod/ Year	# Inq	Avg Value	Total Value	# Appr'd	Value Appr'd	Avg # Appl/Day
		(JOD)	(JOD)	95%	95%	
DLG/HLG						
1999	800	20 000	16 000 000	760	15 200 000	3 16
2000	1050	20,000	21 000 000	998	19 950 000	4 16
2001	1350	20 000	27,000,000	1283	25,650 000	5 35
ECG						
1999	90	67,000	6,030,000	86	5 728 500	36
2000	108	67 000	7 236,000	103	6 874 200	43
2001	130	67,000	8 710 000	124	8 274 500	52
DLG/HLG/ ECG						
1999	890			846		3 52
2000	1158			1101		4 59
2001	1480			1407		5 87
						Max/Importer (USD Equiv)
PSG						
1999	9	2 500,000	23,000 000	9	23,000 000	4 000 000
2000	11	2 500,000	28 000,000	11	28,000,000	4 000,000
2001	14	2 500,000	36,000 000	14	36,000 000	4 000 000

An examination of program utilization shows that some Participants make fairly active use of the DLG/HLG/ECG facility offered by JLGC. Other Participants make relatively little use, whereas some have never used the facility, even if they have been paying the premia to cover their limits extended by JLGC and to keep their membership in the program active.

The following table shows utilization by Participant bank for 1997 and 1998.

DLG/HLG/ECG APPLICATION STATISTICS

PARTICIPANT NAME	1997 total	1998 total	1998 avge # appl per day
Housing Bank	210	161	0.81
Ind & Inv Bank	87	92	0.46
Union Bank	43	78	0.39
Arab Land Bank	12	67	0.34
Cairo Amman Bank	19	59	0.30
ABC Bank	34	50	0.25
Cairo Amman Bank - CAR	0	49	0.25
Bank of Jordan	14	38	0.19
Arab Bank	5	35	0.18
Middle East Bank	31	33	0.17
National Bank	1	23	0.12
Arab Investment Bank	17	13	0.07
Kuwait Jordan Bank	60	12	0.06
Export & Finance Bank	9	11	0.06
ANZ Grndlays	8	8	0.04
Jordan & Gulf Bank	14	1	0.01
Jordan Investment Bank	1	0	0.00
Arab Land Bank - CAR	0	0	0.00
Philadelphia Bank	1	0	0.00
CITIBANK	0	0	0.00
British Bank	1	0	0.00
TOTALS	567	730	3.65

2.4 Existing Automation

2.4.1 Inventory & Y2K Compatibility

Current automation is essentially provided by an internal Client/Server network using Ethernet. The Server is a Sparc 20 Server with a Sun OS5.5 operating system and associated EC printer. The Communications facility consists of two 10 Base T Hubs --a Bay Stack Model 52 and a Distributed 5000-- and an AT&T 1100 CATS modular jack panel. Uninterrupted power supply (UPS) is provided by an Alpha ALI2400i.

Client hardware consists of a mixed assortment of 17 IBM compatibles (9 AST Bravos, 5 Compaq Deskpros and 2 clones) as well as 2 Apple PowerMacs

All application software was developed in-house using FoxPro Win2 6 and MSAccess2 0 as follows

FoxPro Win2 6

- Front-Office DLG/HLG program (resident at the Participants)
- DLG/HLG program at JLGC
- Front-Office ECG program (resident at the Participants)
- ECG program at JLGC
- ECG Client follow-up program at JLGC

MSAccess2 0 and 7 0

- Accounting Program
- Default Loan Classification Program
- Personnel & Payroll program (7 0)
- Personnel Accountability program
- Correspondence (In/Out) monitoring program

Limit controls and exposure monitoring for the (newer) PSG product is being administered on a stand-alone PC (AST Bravo P/75) using Excel

The inventory (per Appendix I) was Y2K verified prior to June 2, 1999, including leap year recognition. Although many compliances were identified, or non-compliance can be readily remedied, some gaps still exist. Specifically, the MSAccess 2 0 program has been identified as non-compliant and remedial action is required to insure the ongoing viability of the Accounting system. A relevant questionnaire to manufacturers of non-compliant commodities has been prepared and needs to be sent as a matter of priority.

2 4 2 JLGC Databases

The JLGC databases for the DLG/HLG/ECG products (at both the Participant Front-End and the JLGC Back-Office), while relational, employ older (FoxPro) software, which is characterized by a rather weak engine. Some were developed by individuals who have since left the organization and relevant documentation is either poor or non-existent. This implies that, whenever new or *ad hoc* reports are required, the IT programmer has to analyze and manipulate the information source to generate the required report.

Such differential and isolated automation makes information generation and integration cumbersome and time-consuming. Given the wider perspective of automation requirements to support four (and perhaps more) products, the more rational objective of a single, more robust and more powerful database tool is indicated.

2 4 3 IT Resources

The sole IT specialist is responsible not only for in-house development, but also for general System Administration, including trouble shooting/repairs on network and equipment, IT commodity acquisition, as well as implementation of new software and associated training. The person concerned appears to be hampered by inherent pressures and the Department urgently requires an additional resource. Consideration should be given to the hiring of a programmer under the direction of the incumbent, so that the latter is enabled to devote himself to System Administration, including systems renewal and expansion issues. This becomes particularly critical as the wider initiatives represented by this report take hold. Such addition will also provide stand-in during absences, a growing necessity with the Corporation's increasing expectations for quality operations support. Once reliance on automation becomes ingrained, the ability to fall back on manual process quickly disappears. In-house and Participant training in the various applications might also be considered as an ancillary responsibility to increase skill sets and heighten quality of work-life.

2 4 4 Security

Security was found to be severely lacking on several scores, as follows

- **Computer Room**

This nerve center requires uncompromising security, especially as the Corporation's transaction volumes increase, reliance on uninterrupted, quality service becomes mandatory and data protection (and JLGC's reputation and viability) is to be taken seriously. As it was, an open-door attitude permitted non-IT personnel and visitors to walk in and even make use of resident computer equipment, including access to equipment used for programming. A number of viruses were found to have penetrated the Corporation's files.

Remedial action has since been taken. Computer Room access is being limited to relevant staff.

- **Virus Protection**

The Corporation will increasingly rely on electronic interaction with its partners and service providers. The expected proliferation of connections makes it mandatory to guard against cross-infection and avoid a virtual, perhaps deadly, epidemic. JLGC therefore has a responsibility, to both itself and to the organizations with which it communicates, to minimize the risk of debilitating interference with their respective systems.

While virus protection software has been installed, frequent updates (available free from the providers) should be secured. As it is, a recent update (August 1999) has been obtained and applied. A single, unidentified virus -- resident in memory -- remains and the service provider has been approached to identify the problem and offer a solution. A regimen by way of a daily search of the provider's Website for relevant information and/or updates cannot be over-emphasized. Inclusion of such responsibility in an IT staff's Position Description is strongly recommended.

- **Back-Ups & Off-Site Storage**

While a degree of back-up is being pursued, this is not rigidly enforced. Off-site storage is non-existent. Again, IT short-staffing can be blamed. As of this writing, additional back-up tools are on order and are expected to be delivered in the next few days. The IT resource recognizes the criticality of daily back-ups in order to protect the Corporation's data and a corresponding regimen is being implemented. Daily data back-ups will be stored on-site in a fire-proof safe. Off-site storage will also be implemented to provide additional security. A Safety Deposit Box at one of the banks is recommended, rather than the less reliable method of "taking the back-up home". The ability to recover from disaster and protect against possible ill-will cannot be taken too seriously.

Two types of back-up are required, covering both applications and data. Application back-ups are relatively static and require renewed/additional back-up only when changes to programs, including database structure and parameters/rules have been introduced. Daily data back-ups must be made mandatory. Again, both require off-site storage to insure recovery capability from a major disaster.

2 4 5 Archiving and Long Term Storage

We were advised that, until now, no archiving of dated data has taken place. Although the Corporation is still young --and current fractionized automation renders appropriate archiving problematic-- compounding transaction volumes negatively impact on system response times. Therefore, and with the implementation of renewal systems, archiving needs and procedures require detailed specification and solution.

2 4 6 Report Generation

Past focus on problem-driven automation (in isolation) renders report generation both cumbersome and time-consuming. Re-entry and massaging of data to arrive at required format and content appear to be the order of the day. In one observed instance, the MSWord shell of a Monthly Consolidation Report --compounding and spreading the Participant input on loan defaults-- was lost and had to be reconstructed. This has since been replaced by an MSAccess2 0 shell, which still requires re-input of data submitted by the individual Participants. A JLGC internal (monthly) report on Portfolio Performance (early warning) is subject to similar machinations. In a properly defined, integrated IT environment such standard report generation must be capable of achievement using an appropriate query facility and a few keystrokes.

2 4 7 Billing

Fees and commissions currently are calculated manually and are received by check, requiring messenger delivery at the depository bank of choice. Both are cumbersome. The envisaged, integrated automation solution (see below) calls for a Billing component which auto-calculates the fee/commission, advises the owing Participant (by electronic message) of the amount due and requests funds transfer to a JLGC designated bank account. The billing process would debit a corresponding "Receivable" account. An (automated) account reconciliation component within the

process stream would identify the amount as either received (liquidated) or outstanding (and subject to reminder as appropriate)

2 4 8 Data Protection

As indicated under 2 4 4 and 2 4 5 above, insufficient data protection is currently afforded. Such responsibility cannot be left to IT resources and functionally should lie with a senior business manager who performs the role of Chief Information Officer (CIO). This individual should be accountable for the ongoing protection, preservation and integrity of the Corporation's data, to include both physical and logical security, the ability to recover from disaster and associated contingency planning. In JLGC's current structure, the Director, Studies Department --who also has overall internal audit responsibility-- appears to be an appropriate choice.

2 5 Organizational Structure

The current organizational structure reflects staff expertise with the several, discrete JLGC products. There is little reason to change this, at least logically. However, on the physical support (and Enterprise) level there is no reason for such separation. Rather than pursuing product-specific, differing support solutions to serve special interest groups (as has been the case to date), automation can and should be structured such as to provide an integrated, total support capability on which each of these groups can draw. This also insures that common requirements (Communications, Message Handling, Guarantee Processing, Risk Management, Billing, Accounting, Reporting etc.) are structured to serve a unified purpose and are not duplicated.

Reliance on credible, integrated automation (and less pre-occupation with routines which compensate for current IT inadequacies) can throw off significant benefits. E.g., a good level of cross-training in information gathering and credit/risk evaluation procedures can be achieved so as to increase and enrich the internal knowledge base and permit back-fill in case of absences.

At this point it is difficult to assess the level of complement rationalization which can be achieved with the availability of a comprehensive, automated support environment. However, re-assignment of three or four personnel to more productive (e.g. marketing or claims recovery) roles is indicated, as is a significant transaction volume increase still serviced by the existing complement. Related comments under 3 1 JLGC Role (below) are also relevant.

3 0 STRATEGY

3 1 JLGC Role

As we understand it, JLGC bases its decision for guarantee on re-evaluation of individual credit decisions already made by the Participant. This means that JLGC duplicates much of the effort already expended by the Participant. We therefore believe consideration should be given to **accreditation of the Participant by JLGC** such that requests for guarantee take the form of simple "new transaction" reporting under the pre-established limit(s) for a given Participant. In this manner, JLGC is not so much concerned with individual borrower credentials (the purview of the Participant) as it is with the reliability and sufficiency of the credit evaluation process of the relative Participant, which should be subject to periodic review and be based, among others, on the claim experience with such Participant. This is in line with the *modus operandi* as it exists in a number of other countries.

To aid the Participants' credit evaluation process (in accordance with JLGC determined specifics) and to enable verification by JLGC of the Participant's due diligence prior to accepting a newly reported transaction, a JLGC sponsored Risk Evaluation module would be made available to the Participant. The output of individual evaluations would be transmitted by the Participant to JLGC with each "application" to insure compliance. In this manner JLGC

- Insures that its evaluation criteria are met from the outset
- Significantly curtails redundant re-checking
- Hopefully predisposes the Participant to maximize utilization of JLGC facilities

3 2 Automation Direction

To improve JLGC's current operations, maximize staff contribution and position for future growth --in terms of clientele, increasing volumes, additional products and possible geographic expansion-- the creation of a **robust, integrated communication, message/transaction processing, risk evaluation, accounting and information environment** is mandatory. We believe such an environment must, to the maximum degree possible, be based on **end-to-end solutions, structured data and optimum utilization of internationally recognized code sets**, both financial and commercial/industrial. In this context, **data input** must be achieved **once only** at, or as close as possible to, the source of the information, and be subject to human intervention only where original inputs require exception management. **JLGC's systems must be fully parameterized and rule-driven**, to minimize on-the-spot decision making and associated margin for error. Hand-off from feeder, and to downstream, systems must also be automated through **appropriate, secure communications media** to insure transmitted data are authentic and cannot be tampered with.

3 3 Operations Model

To assist readers with gaining an understanding of the operational requirements of JLGC, such requirements have been modeled in the accompanying diagrams (Appendix II-A). These are

supported by natural language descriptions of Functions (Activities) and Flows (Appendix II-B), as well as a Glossary of Terms (Appendix II-C) A first cut at formulation of relevant data elements is contained in Appendix II-D) The Model was developed using the Structured Analysis and Design Technique (SADT), also known as IDEF0 ¹) The SADT/IDEF0 methodology was originally developed at the Massachusetts Institute of Technology (MIT) and has found wide application in Communications, Aerospace, Banking, Manufacturing and other endeavors which require the exposition of complex systems

SADT/IDEF0 models are not flowcharts Rather, they depict and describe *process in terms of the interaction between function, flows, applicable rules/controls and resources* In essence Input is transformed into Output under Controlled conditions, assisted by Resources (or Mechanisms) Complex processes can be decomposed into as many functions and sub-functions as is necessary to arrive at a detailed analysis of the overall process The methodology *enables process rationalization*, facilitates elegant and *compact design*, and eliminates process redundancy across function It also *provides the blueprints* from which to build and assists in build-or-buy decisions

In the accompanying diagrams, functions (activities) are depicted by numbered boxes Flows are denoted by arrows In fact, SADT/IDEF0 diagrams are also known as "box and arrow" diagrams Where main function has been decomposed into two or more sub-functions, the subsidiary diagram(s) references the main diagram by way of subsidiary numbering Input, control information, outputs, and resources are lettered "I", "C", "O" and "R" respectively This is to

- 1 Provide continuity of flows between related diagrams,
- 2 Provide an internal consistency check between the diagrams,
- 3 Insure that generically similar functions are identified, and
- 4 Link applicable resources to the Model

Flows which stay within the individual diagrams are not numbered but still need description

It is recognised that not all components of the envisaged scenario can be implemented all at once, for a variety of reasons Nevertheless, in deciding on component implementation priorities it is important to bear the envisaged overall infrastructure and its underlying philosophy prominently in mind, so that each implemented piece of the puzzle fits within the ultimate framework

3 4 Overall IT Strategy and Integration

As related earlier, Information Technology utilization at JLGC is fractionized, haphazard and outdated Again, this is typical of newer, growing organizations and especially so in developing countries Opportunities for significant amelioration of automated operations support exist and by investing in up-to-date tools JLGC can leapfrog much of past trial-and-error experience

¹ IDEF0/SADT Business Process and Enterprise Modeling David A Marca and Clement L McGowan
Publ 1993, Eclectic Solutions Corporation

3 4 1 Application Strategy

We believe Application Strategy must take precedence and dictate the requirements for the appropriate tools. No amount of leading-edge gizmos will contribute anything unless such contribution is related to, and adequately supports, application requirements. Accordingly, any perceived needs for the procurement of hardware and (database) software must be placed in the context of the envisaged application suite.

At this point, JLGC's perceived needs call for an upgrade of database software (Oracle) and Client hardware (newer, faster, better PCs). Also in light of budgetary considerations, we would strongly urge the Corporation and its procurement agencies to first investigate the feasibility of acquiring the type of (integrated) application software which will serve its purposes in the medium-to-longer term (roughly corresponding to the Operations Model presented under sub 3 3) and then match presentation and processing equipment as required. We do not consider the continuation of internal system development, even if assisted by more powerful tools, to be a viable option and most strongly recommend the acquisition of externally developed, integrated application software along with appropriate, ongoing support provisions.

3 4 2 Communications Strategy

The Communications strategy is embedded in the Operations Model referred to earlier. We believe JLGC's Communications capability should be integrated, provide for controlled entry and exit points, and with overall responsibility vested in the IT

Department, reporting directly to the CIO. In this manner, encryption, authentication, security, virus protection, usage and other such issues are coordinated to afford maximum benefit and protection.

- **Local Banks (DFIs or Participants)**

Previous studies (and current Project Scope) have made much of the need for on-line connectivity with Participants. Existing volumes at an average of less than four transactions per day (from the top five Participants) do not appear to support a demonstrated, urgent need for such comprehensive capability at this time. We believe priorities should focus on remedy of JLGC's internal operations through application renewal along the lines of the Model referred to earlier. Once this is achieved, connectivity with local banks can become a next priority.

The presumption that such connectivity should be "on-line" (or dial-up) is based on preconceived notion. If Internet/e-mail connections can be proven to be sufficiently secure, then such media present a reasonable alternative and should be pursued analogous to JLGC's arrangements with COFACE (see below).

- **COFACE**

Connectivity with COFACE was established through a dial-up connection and has since been enhanced by a Leased-Line connection to the local service providers to serve a more general, multi-user purpose. This situation therefore appears to be well in hand.

- **Other Service/Information Providers**

The technical means of connectivity with other service/information providers, by and large, already exist (through the Internet). If JLGC wishes to establish a connection with e.g. Dun & Bradstreet, Jordan's Central Bank or other Credit Guarantee Agencies, then this is a business decision and the subject of negotiation. In principle, this is no different from the Corporation's arrangements with COFACE.

3 4 3 Database Strategy

JLGC currently employs a number of different (older generation) database tools and this makes for a fractionized, isolated and purpose specific scenario, in turn rendering MIS report generation cumbersome. Also, some of these tools are not Y2K compatible and the time for unification under a single, more up-to-date and powerful tool could not be more opportune.

Acquisition of such tool (e.g. Oracle) is indicated, however the need for coordination with a potential application provider (ref 3 4 1 - Application Strategy) to insure compatibility prior to acquisition cannot be overemphasized.

3 4 4 Hardware Strategy

As recorded earlier, the notion exists that the acquisition of the latest, faster and better PCs (network Clients) will help to resolve current problems. While it is true that some of this equipment is dated and may require replacement, any relevant decisions must be placed in the context of hardware requirements for the application renewal referenced under 3 4 1 - Application Strategy (above).

Re-use of existing components should be duly considered. E.g. existing network cards can more than likely be redeployed to serve any new equipment. Existing monitors may well serve an ongoing purpose and, hence, not require replacement. Older, replaced equipment may find an ongoing use in the Training/Conference rooms, now under construction, where transaction processing speed is less critical (see below). There is also the matter of disposal of equipment which no longer serves a useful purpose. Re-sale at written-down value to interested employees (for home use and education), schools or SMEs can recoup investment and create good-will.

3 4 5 Client Operating and Application Software

Current client operating software ranges from Windows 3.11 through Win95 to Win98, depending on user familiarity. More standardized operating software (likely Windows NT) is expected to become the common denominator if an integrated application from an outside provider is contracted for.

To the extent that end-user computing is still required at that time, we strongly recommend that the use of extant tools (different versions of MSOffice) also be standardized to reflect a common (Enterprise-wide) version. This will facilitate data exchange, rationalize training needs and ease the upgrade process.

3 4 6 Requests for Information - Integrated Solutions

Time, deliverable, resource and procurement limitations inherent in the Scope of the current project did not permit (or ask for) the development of a set of Detailed User Requirements, such as would permit the dissemination of a formal Request for Proposal (RFP) to potential external providers. Still, it was considered conducive to progression of the project to the next logical steps to identify such potential providers and to obtain their initial assessments on the basis of Requests for Information (RFIs).

To this effect, RFIs were delivered to four (4) Amman-based IT firms. Such RFIs were presented on JLGC letterhead and enclosed Appendices II-A through II-D (above) to provide an initial indication of the type of business conducted by the Corporation, as well as a high level direction of the envisaged IT solutions. The purpose was to cut short any perceived need for protracted (and expensive) studies and to test the respondents' capability to provide integrated (total) solutions. The choice of Amman-based firms was predicated on the need for ongoing (local) support and to assess the availability of relevant talent. Following initial, interest-testing interviews, the RFIs (Appendix III-A and attached Appendices II-A through II-D) were sent, without commitment or prejudice, to the following firms:

- Arab Turnkey Systems
- BankWare
- Business Soft Co
- Delta Informatics/CEB group

Arab Turnkey Systems declined to contribute. Verbal reasons given were that they are a subsidiary of the Islamic Bank and, because of Shariah provisions, were unable to participate in development which references the charging of interest.

Business Soft Co. did not show at the scheduled information session on September 21, but called a few days later, requesting a private session. For obvious reasons we declined and the company subsequently advised its inability to respond.

Both BankWare and Delta Informatics/CEB sent representatives (one each) to the information session and responded positively to the RFI. Copies of all responses are enclosed as Appendices III-B, III-C, III-D and III-E.

In evaluating the two positive responses it became clear that **BankWare** has a modular software product (Micro2000) which, with some modification, appears to lend itself to adaptation to suit JLGC's needs. The original product has been installed at the Cooperative Housing Foundation - Jordan at five locations (Amman, Aqaba, Maan, Tafilah and Wadi Mousa). Additional sites are contemplated. A second product (Bank2000) has been implemented at 57 branches of Jordan National Bank in Jordan, Lebanon and Cyprus. Having seen demonstrations of both software suites, we are strongly disposed towards BankWare in that they appear to understand --and already have the basics of-- JLGC's business requirements. However, to obviate any possible perceptions of

favoritism we have asked the Director of Studies, JLGC, to obtain feed-back from the stated references Initial reaction from the banking side was entirely positive

The response from **Delta Informatics/CEB** was less concise and specific, and tended to suffer from information overflow Much of the response constituted a play-back on stated requirements The group did not reference an existing product which could be adapted to suit JLGC's needs (other than standard Accounting and Human Resource Management & Payroll systems, which were also demonstrated during the initial interview) Customer references provided tended to focus on CEB's role as Jordan's primary distributor of hardware and Oracle tools, but did not provide specific information on existing, JLGC-like application software capability Nevertheless, as in the case of BankWare, the Director of Studies, JLGC was requested to obtain the necessary feed-back from the references provided to insure objectivity

As matters stand, we believe BankWare should be considered the preferred vendor Its project proposal, based on the Operations Model provided, suggests a 2-3 week requirements study and a total elapsed time to Go-Live of 16 weeks (= 4 months) Although much smaller than Delta/CEB, BankWare's focus is on the financial industry The former's customer list, while impressive in terms of size, indicates a desire to be involved in all economic sectors Financial industry references indicate a more commercial/savings&loan focus, like Arab Bank, Union Bank for Savings & Investment and Jordan Mortgage Refinance Company Also, the Delta/CEB group's elapsed time estimate is almost double that of BankWare Both companies are approved Oracle partners BankWare's indication for annual maintenance and support is 13% of license fees Delta/CEB's rate is 15%

3 4 7 Recommended Next Steps

We recommend that an end-to-end processing solution, as referred to earlier and provided through external vendor software, be pursued In this connection we also recommend that

- BankWare, as the more focused vendor and systems integrator, be commissioned to conduct its proposed study to verify adaptation feasibility of its Micro2000 and/or Bank2000 software components with the cost of such study to be offset against the overall contract price
- the services of an expatriate consultant be retained to provide the financial industry operations focus in general, and the JLGC business context in particular The identified individual should be actively involved for the duration of the study and at periodic intervals thereafter to insure (1) that requests for modification/enhancement reflect rational business requirements, and (2) that the project is moved along towards a speedy and satisfactory conclusion
- a local consulting firm be engaged to assist the expatriate consultant with translation requirements and act as project managers in the latter's absence

As requested by Ms Rula N Dababneh, Project Management Specialist - Micro Enterprise, USAID, we enclose a proposed Scope for the activities of such expatriate consultant (Appendix IV)

As well, a potential local consulting firm, Arabian Computer & Communication Consulting (AC&C Consulting) has been identified and its letter of September 18, listing potential services is attached (Appendix V)

4 0 CREDIT EVALUATION/SCORING

Credit evaluation currently is not computer assisted (other than by way of certain information gathered from external sources) and this makes for a relatively unstructured process. To insure that all aspects of a credit decision are in fact considered (checklist), and factor weights, to the maximum extent possible, are predetermined by credit experts and are "locked", the introduction of a computerized assistant is envisaged.

It is recognized from the outset that such a model cannot replace all the elements that go into a credit decision. E.g. only a human being can evaluate (at least at present) the character of a potential borrower by observing body language during a personal interview. Still, a weighted checklist can take much of the drudgery out of the more objective evaluation criteria (such as financial statement analysis and ratio calculation) and insure that relevant aspects are "scored" in order to assist a final decision. Moreover, initial entry of objective data can be accomplished by a relatively junior officer or trainee, leaving the remaining, more evaluative aspects of a given proposal to a more seasoned underwriter.

A proposed Credit Evaluation/Scoring Model (per Project Scope) was initially developed. However, it quickly became apparent that no single Model was able to address the varying evaluation aspects of the several JLGC products. Following intensive discussions with relevant JLGC staff, and after a protracted iterative process necessitating repeated revision of proposed releases, a set of three Models emerged to address the individual requirements for each of DLG, HLG and ECG. Even so, the structure of the Models was kept generic, and common elements were invariably identified, to insure a unified view and presentation of potential risk.

Following final agreement on Model content, a detailed Operations/Training Manual was formulated and both it and the Models (per Appendix VI), in both computer media and hard copy, were left with the Corporation for installation and testing against real-life situations. At this time, the Models are in Excel spreadsheet format. They are password protected to prevent unauthorized change. The corresponding password was given to the Manager, Administration in a sealed envelope for safekeeping and the Manual stipulates the conditions under which the password may be released, i.e. into the joint custody of two officers (from the business and IT side respectively), authorized to make changes. A demonstration to each of the DLG, HLG and ECG groups was provided prior to our departure. We have urged JLGC underwriter staff to test the Models against previous JLGC guaranteed loans, both successful and defaulted ones, to prove their reliability, particularly with respect to class weightings.

Once proven, we recommend that the Models be implemented at JLGC to provide in-house, in-process, computer-assisted credit evaluation. As well, deployment at the Participant Front-Office is indicated to provide JLGC with a comfort level to the effect that the Participant has complied with all relevant credit checks. This aspect becomes particularly important if JLGC were to adopt the recommendations recorded under 3.1 - JLGC Role (above). As and when the envisaged end-to-end transaction processing application is implemented, the corresponding parameters and data elements

can be subsumed as risk evaluation criteria and the Models in fact constitute the detailed user requirements for the envisaged risk management component

It should be noted that the current IT Resource confirmed his ability to translate the accompanying Models into database resident programs without much effort. While this may represent an interim solution alternative to the use of Excel, we still consider incorporation of the risk evaluation/scoring component into an end-to-end transaction processing application as the ultimate goal.

5 0 EXPORTER DATABASE

Project Scope called for the development of a framework for an Exporter Information/Credit History Database. This was accomplished following an initial interview with the Deputy Director General and based on detailed discussions with the Head of the ECG Division. Appendix VII reflects the relevant parameters/data elements, database structure and proposed code sets. Copies in both computer medium (diskette) and hard copy were left with the Corporation.

Within the envisaged, newly automated JLGC environment we see the Exporter database as representing both a feeder and a downstream sub-system to facilitate automatic uploading and downloading of data requirements.

6 0 TRAINING ROOM

During Phase 1 of our engagement JLGC occupied two floors (4 and 5) in a commercial building in Amman. At that time, Training Room space (7.9 x 5.5 meters) was identified and it occurred to us that such space could serve a multiple purpose. Accordingly, recommendations were made to designate the room as "Conference Center", so that it could also accommodate non-training sessions (Board meetings, general conference, information meetings for Participants etc.). Provisional thoughts were given to associated furnishing and equipment requirements.

Upon our return to Amman (for Phase 3), we found that decisions had been made to move all of the Corporation's offices to the 4th floor and leasehold improvements were in an advanced stage of completion. Such consolidation (and projected, long-term savings on rental expenses) can only be lauded. As well, the envisaged automation renewal blends in well with such initiatives, an ancillary benefit being the containment of personnel expansion beyond the current overall complement.

However, the re-designed premises lay-out (to which we were not a party) now calls for separate training and (more upscale) conference space, the details of which are enclosed as Appendix VIII. Compared to the original concept, some duplication of furnishings and equipment is now evident and suggested procurement details to accommodate the (now) separate purposes are contained in Appendix IX. One mitigating circumstance is that the Director General's office space is significantly smaller than previously available and the need for a separate conference room has therefore become more opportune. All in all, we believe that some of the duplication referred to is reasonable and our procurement projections reflect this.

Importantly, it should be noted that portable equipment is designed for use outside JLGC premises as well. This will accommodate requirements for off-site presentations to larger groups and facilitate marketing road-shows.

7 0 TRAINING MATERIALS IN SEPARATE VOLUME

A separate volume is being submitted to USAID containing all training materials other than those incorporated herein. The materials included in the other volume were used by the Actuarial/Underwriting Advisor in his course for JLGC staff.

80 SUMMARY RECOMMENDATIONS

The following is a recapitulation of the several recommendations contained in this report

- 1 Re-examine JLGC's role and consider the viability of the Corporation accrediting its Participants as detailed under 3 1 (above) Such action would
 - Eliminate existing, redundant activity
 - Offer significant improvements in process speed (both at JLGC and the Participant)
 - Likely encourage the Participants to make increased use of the facilities offered by JLGC (if only because of a substantially simplified process)
 - Call for less complexity of the Corporation's systems
 - Permit it to absorb significantly higher transaction volumes without corresponding staff increases
 - Reduce operational overhead

Importantly, the timing of such initiative is now, so that its implications on renewal automation are taken into account before any application development is undertaken

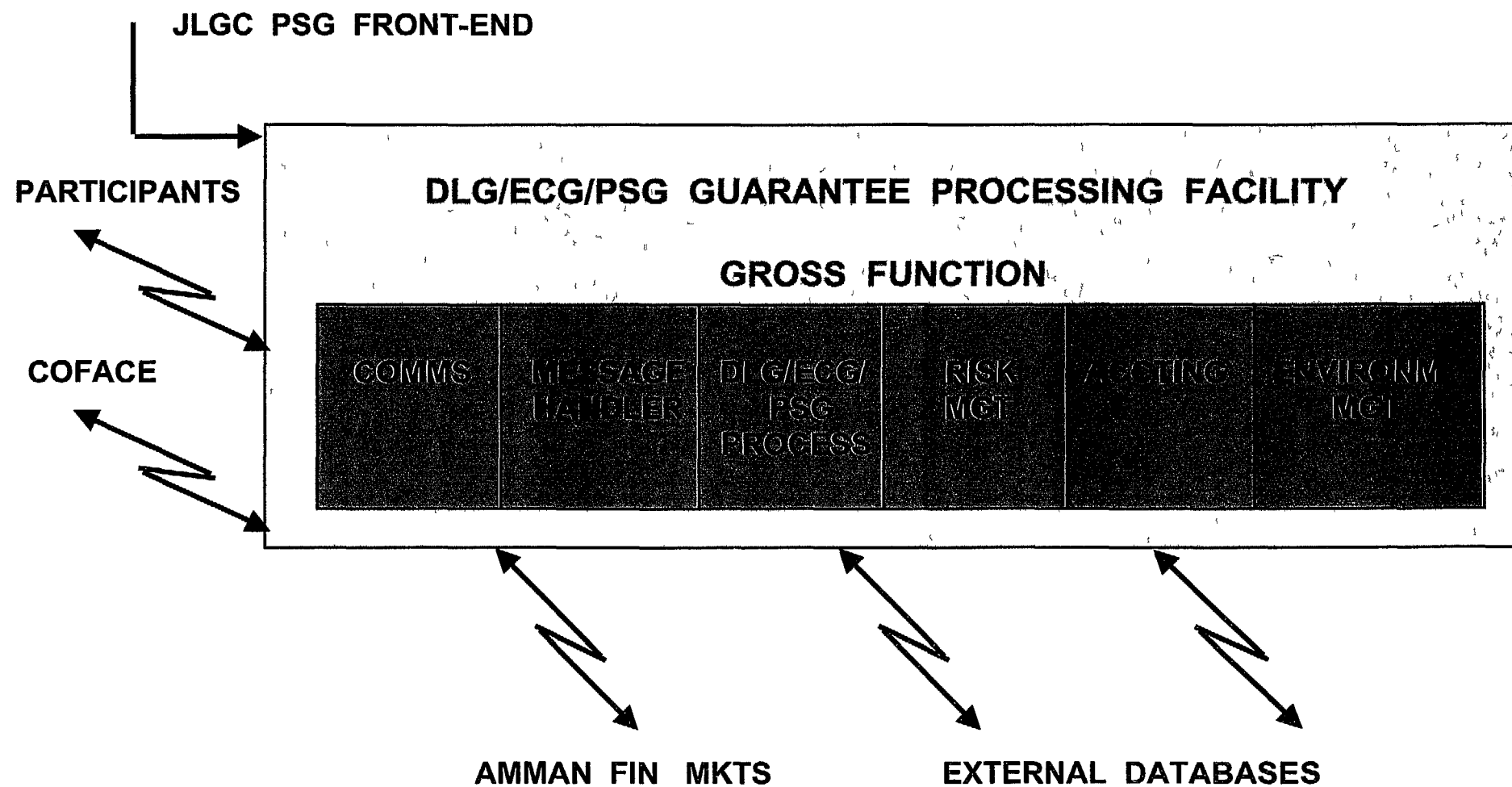
- 2 Resist the temptation of procurement of upgraded (PC) hardware and database software in isolation of an Application Strategy (see 3 4 1) Instead, pursue the Recommended Next Steps (3 4 7) to insure that JLGC's renewal systems provide the (Application) solutions needed to streamline its operations and position it for the future

If, in the interest of satisfying inflexible timelines, procurement of PC renewal equipment cannot be postponed beyond December 31, 1999, then we recommend acquisition of server and client hardware in accordance with specifications per the BankWare response to the RFI (page 6) We believe the dual server and a total of 18 clients to be ample for the foreseeable future

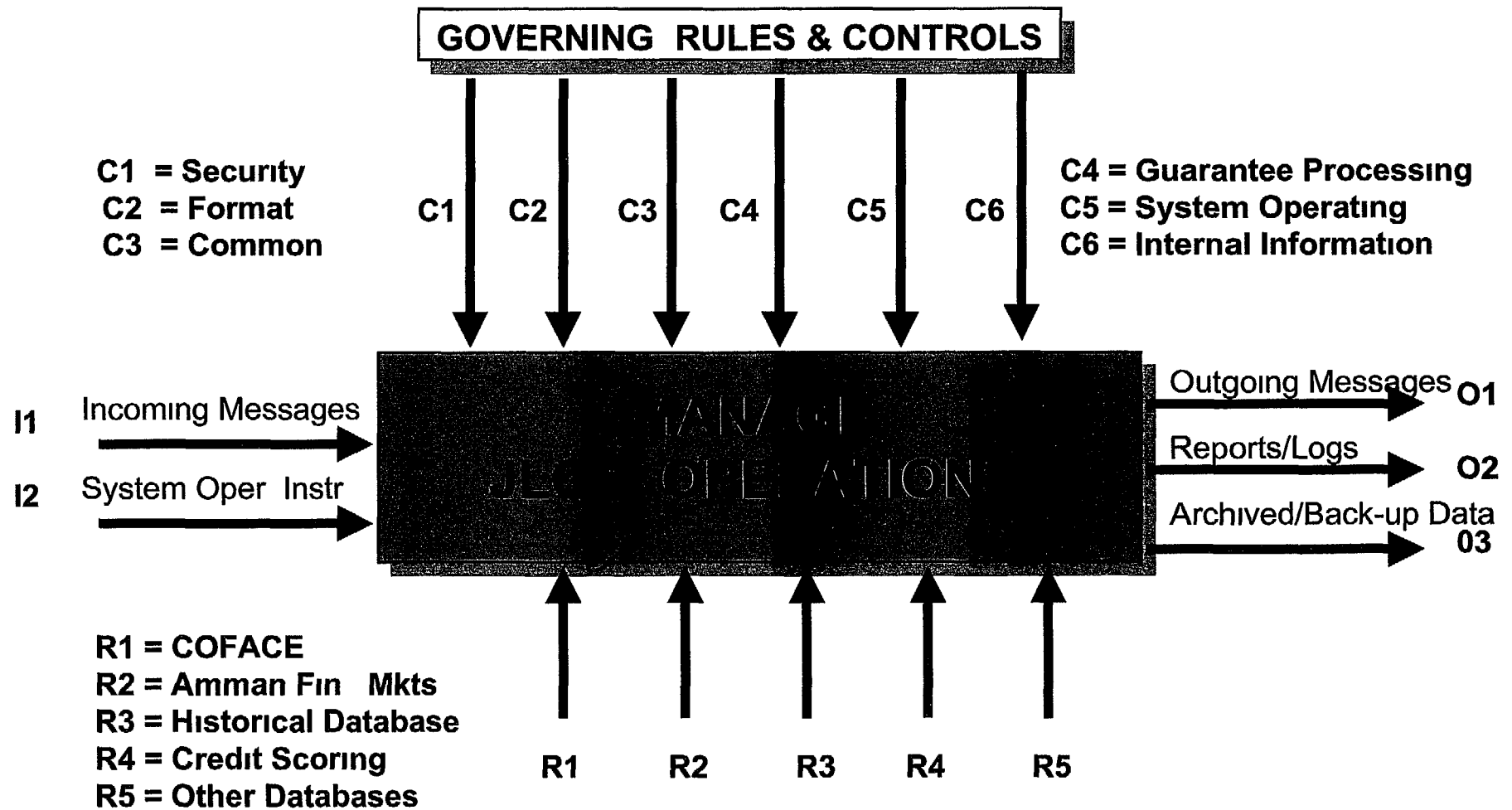
- 3 Coordinate any initiatives aimed at forms re-design (ref 2 1 4) for the several products Defer associated implementation until after possible implementation of the recommendations under 7 1 and 7 2, since further re-design would be likely In the envisaged end-to-end automated environment, the forms would be replaced by electronic messages
- 4 Hire a programmer (full-time) to provide much needed support for the current IT resource as well as back-fill during absences
- 5 Place accountability for data protection with a senior, non-IT manager/director (CIO) and enforce the security requirements referenced under 2 4 4

JLGC I/T Inventory		Hardware					APPENDIX I	
PCs/Printers	System Type	#	Operating	CPU	HDD		RAM	
			System		Modems	Capacity		
Apple	PowerMac 6100/66	2	MacOS	Apple 66 Mhz	0	1 02GB	41MB	
Compaq	Deskpro 2000	5	Win 95	P/200 Mhz MMX	3	1 17GB	16MB	
AST	AST Bravo MS P/75	9	Win 3 11/95	486 DX - 75 Mhz	1	808GB	16MB	
Clones		3	Win95	Pentium 100 Mhz	0	202GB	16MB	
Apple	Apple LaserWriter 16/600 PS	2						
Server/Printer/B-U								
Sun	SparcServer 20	1	Sun OS 5 5		0	2 0/2 0GB	64MB	
Sun	Sun SparcPrinter EC	1						
Sun	Tape Drive	1						
UPS	Alpha ALI2400i	1						
Communications								
Hub	Bay Stack Model 52	1	10 Base T Hub					
Hub	Distributed 5000	1	10 Base T Hub					
Modular Jack Pannel	AT&T 1100 CATS	1						

JORDAN LOAN GUARANTEE CORPORATION - BUSINESS PROCESS MODEL



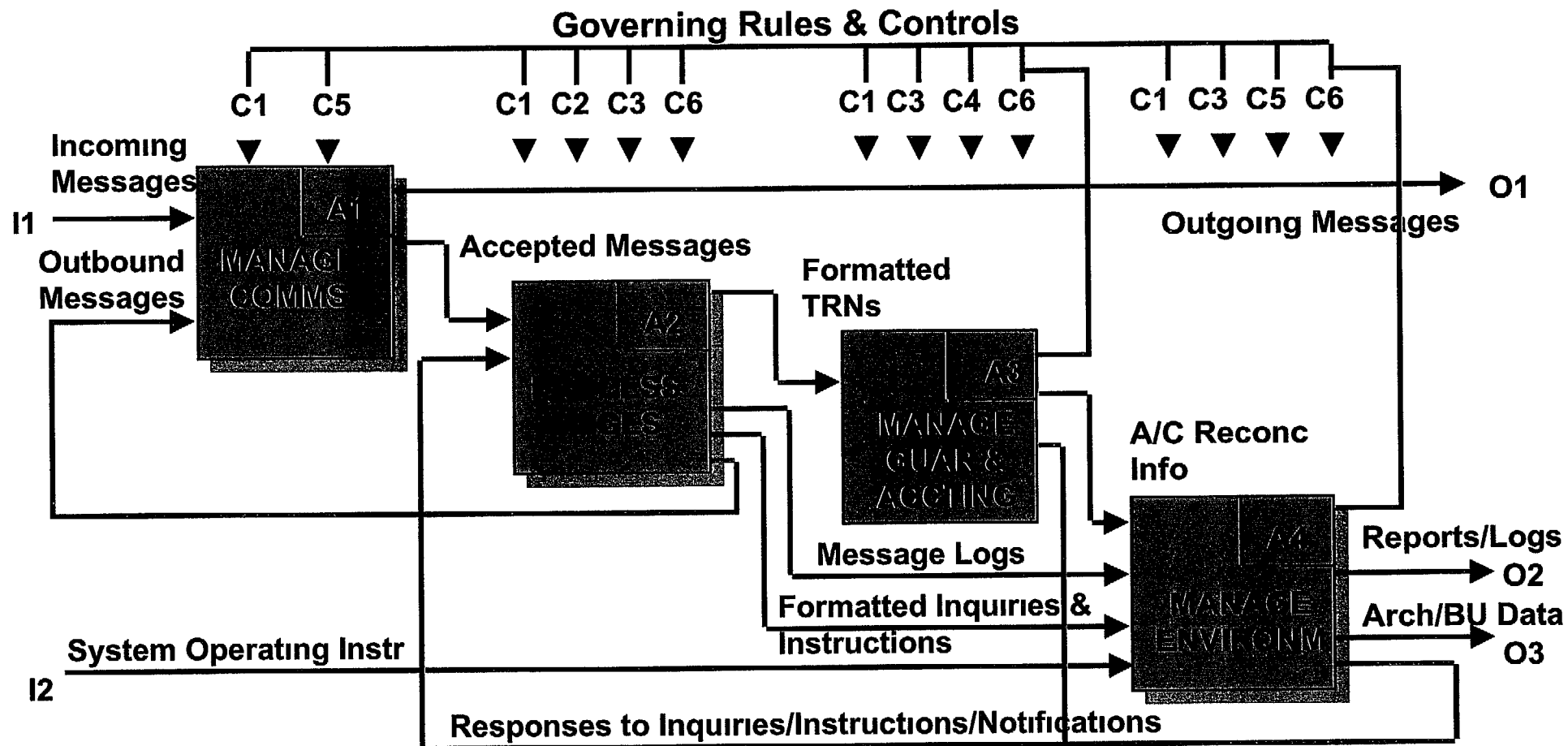
JORDAN LOAN GUARANTEE CORPORATION - BUSINESS PROCESS MODEL



A-0

MANAGE JLGC OPERATIONS

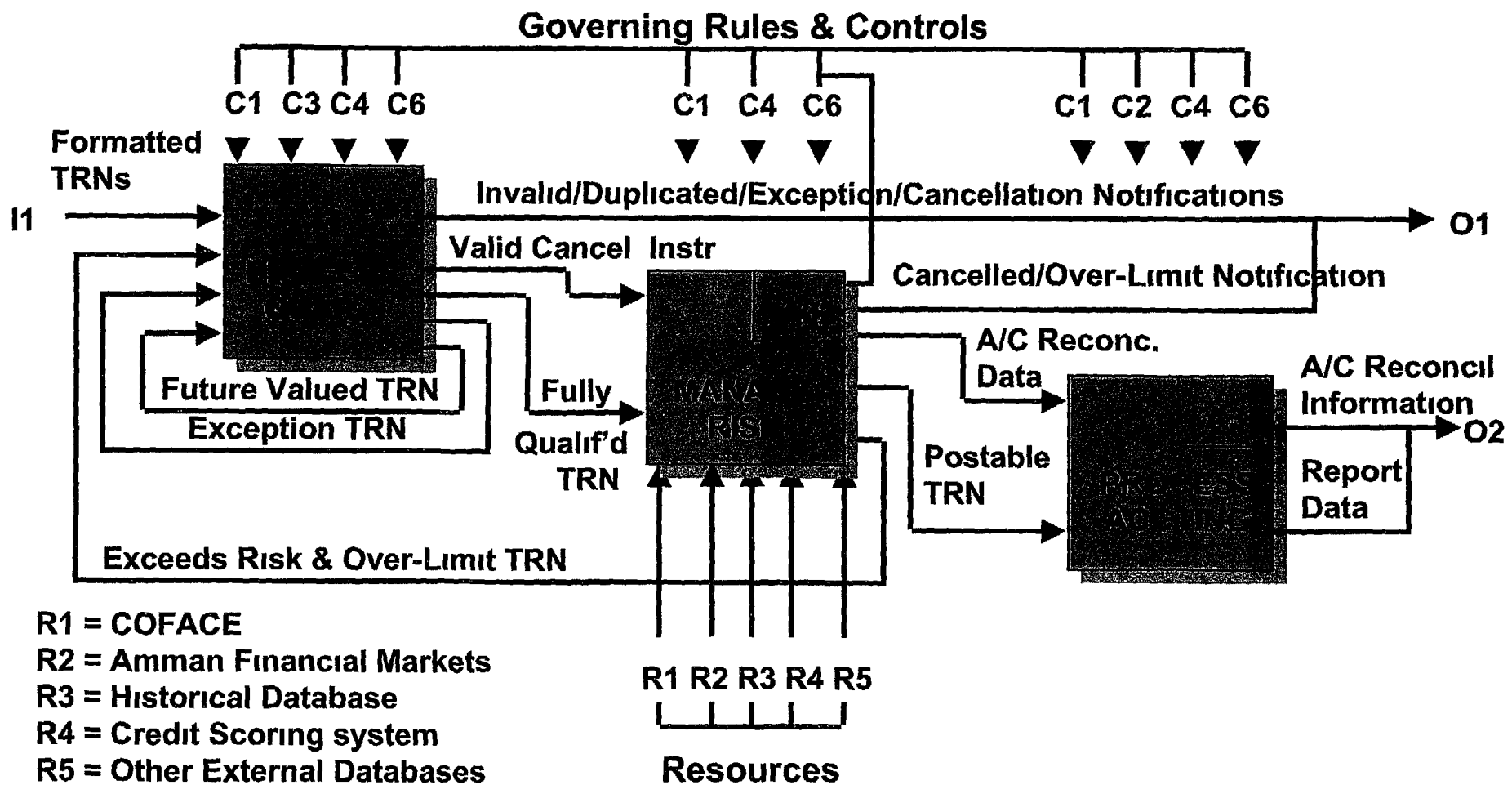
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A0

MANAGE JLGC OPERATIONS

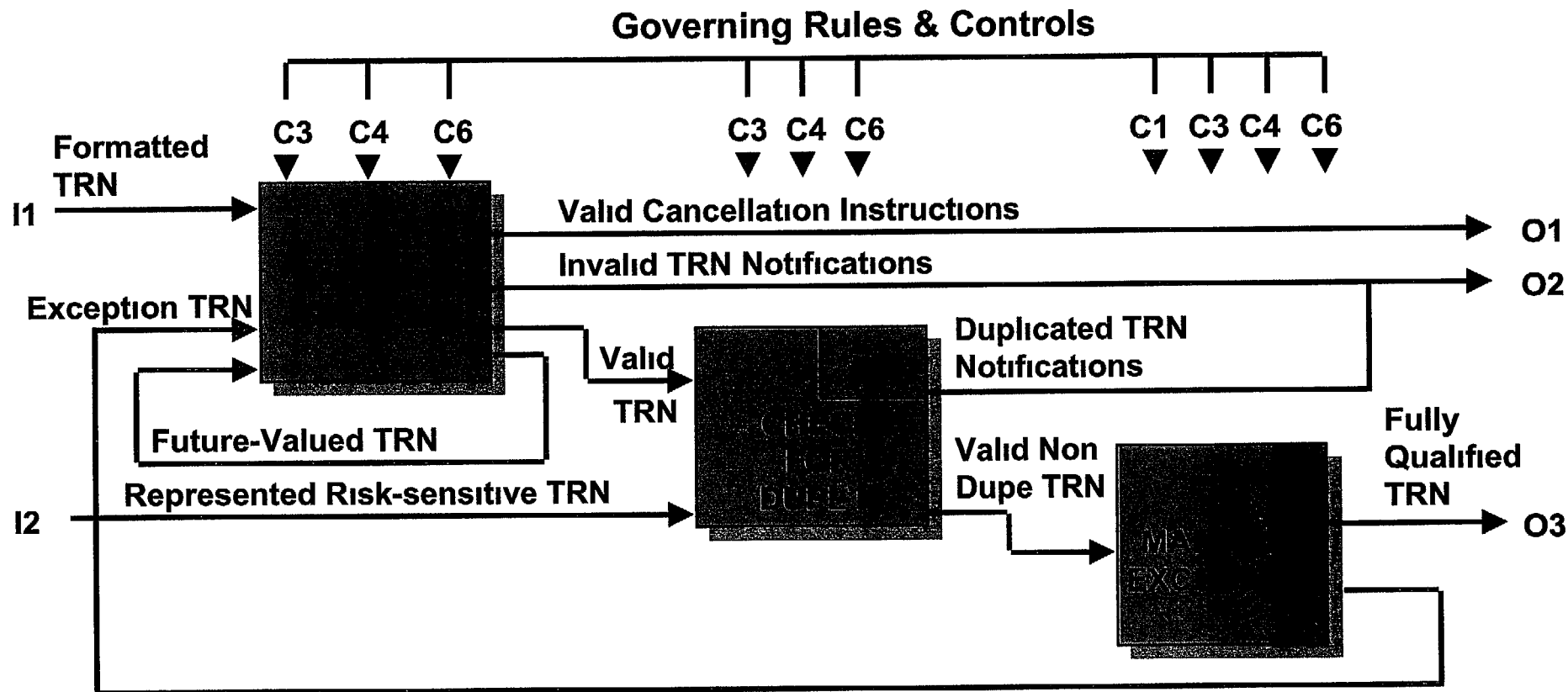
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A3

MANAGE GUARANTEES & ACCOUNTING

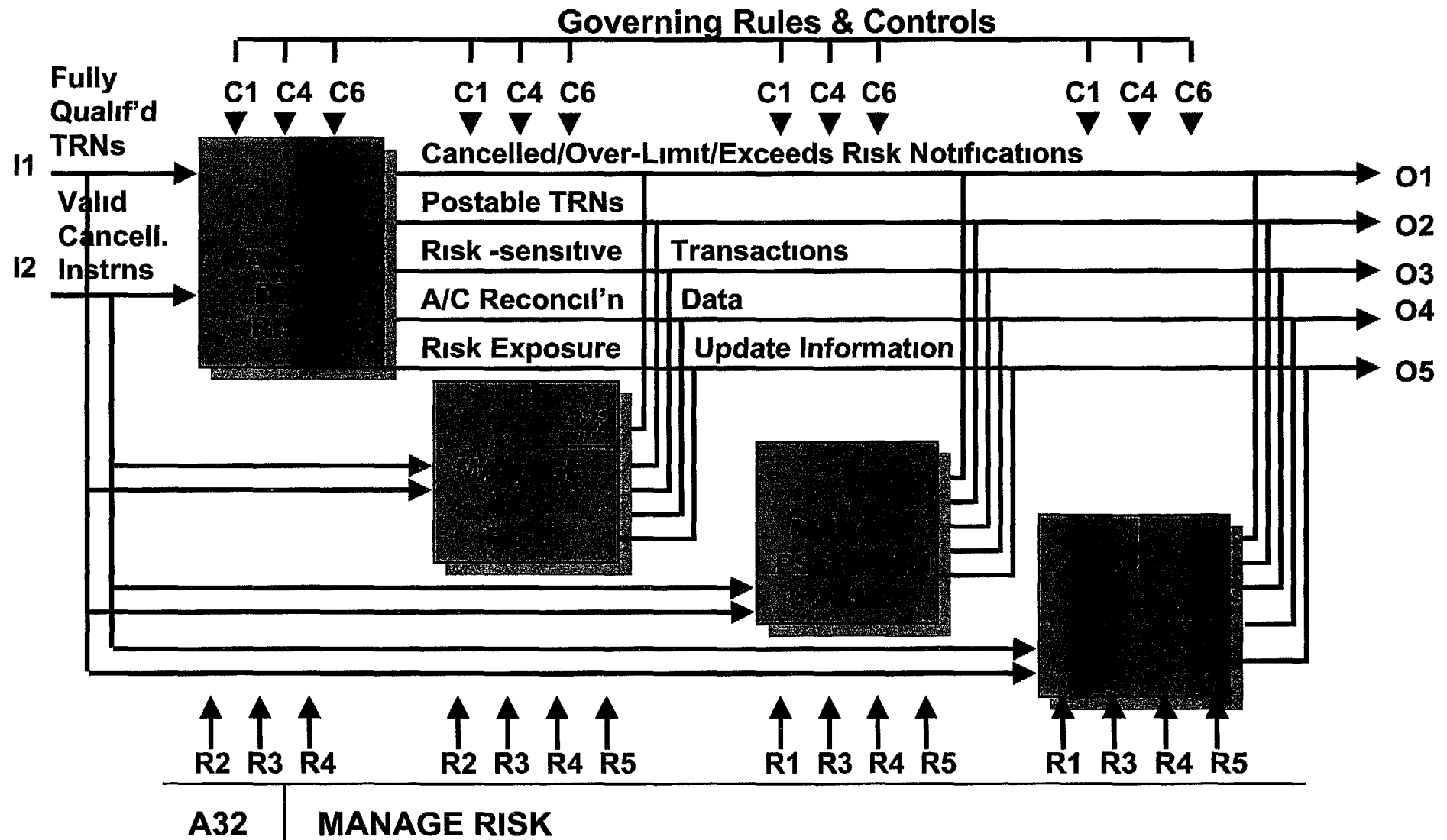
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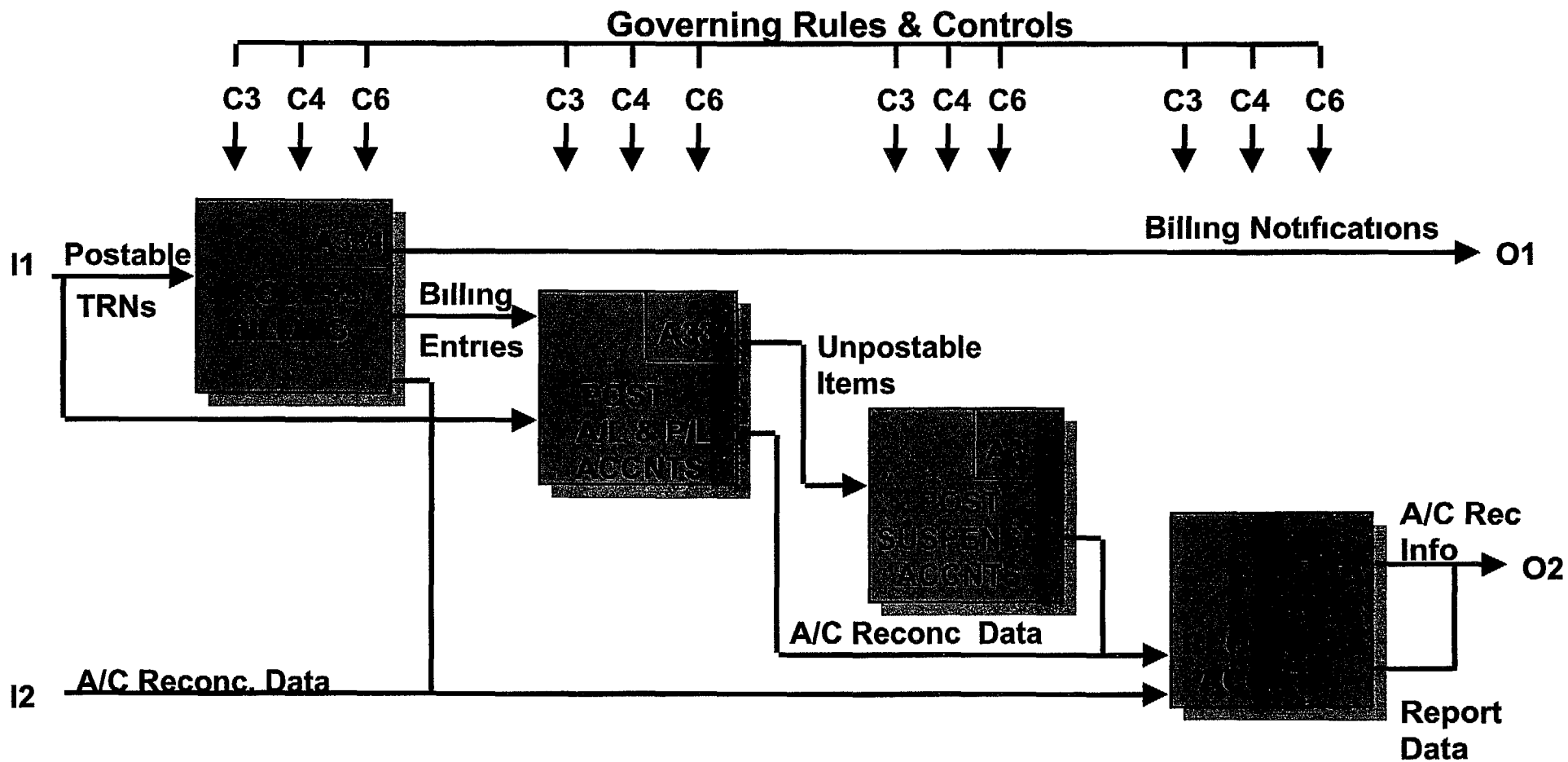
A31

PROCESS GUARANTEES

JORDAN LOAN GUARANTEE CORPORATION - BUSINESS PROCESS MAP



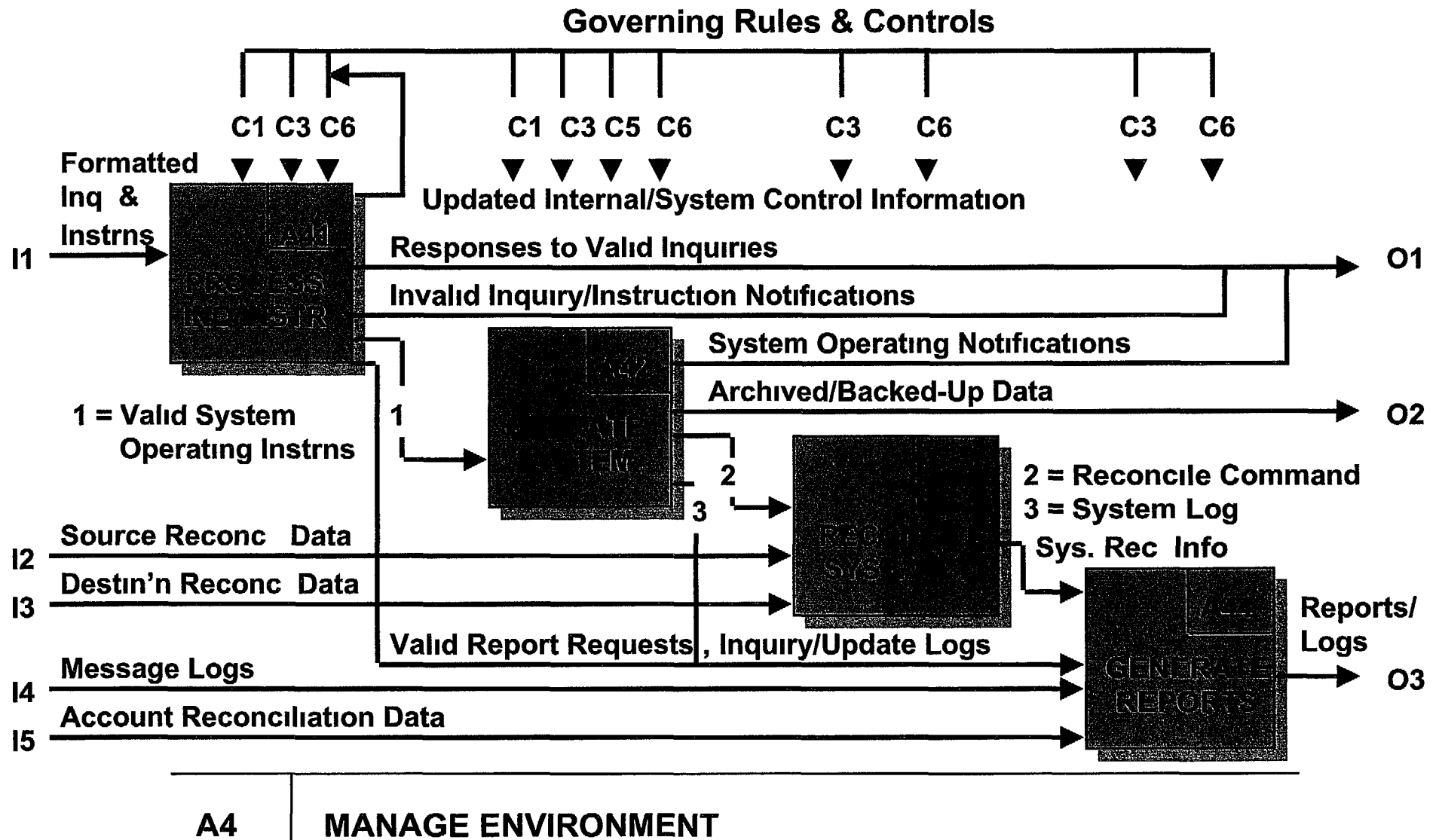
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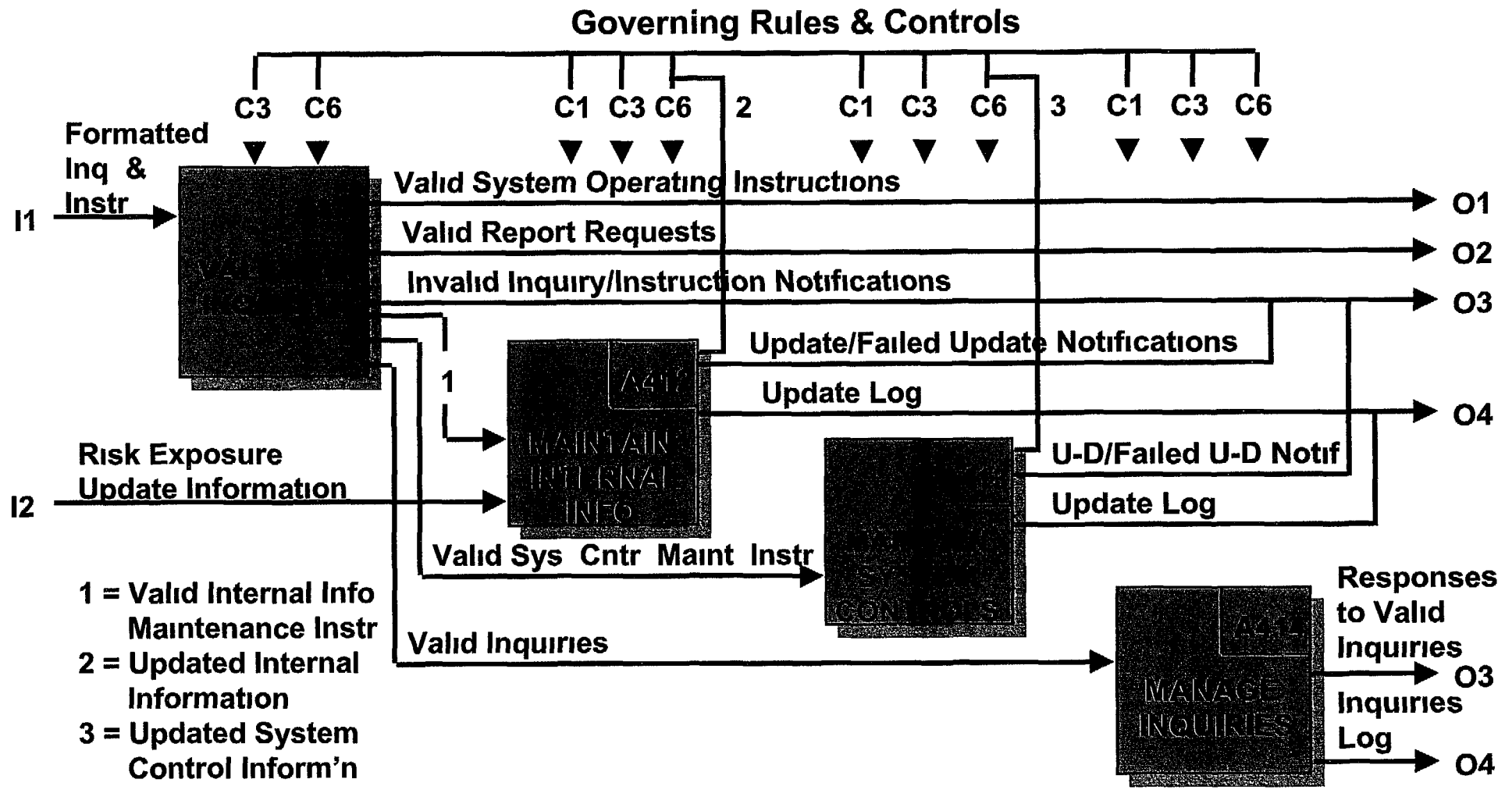
A33

PROCESS ACCOUNTING

JORDAN LOAN GUARANTEE CORPORATION - BUSINESS PROCESS MODEL



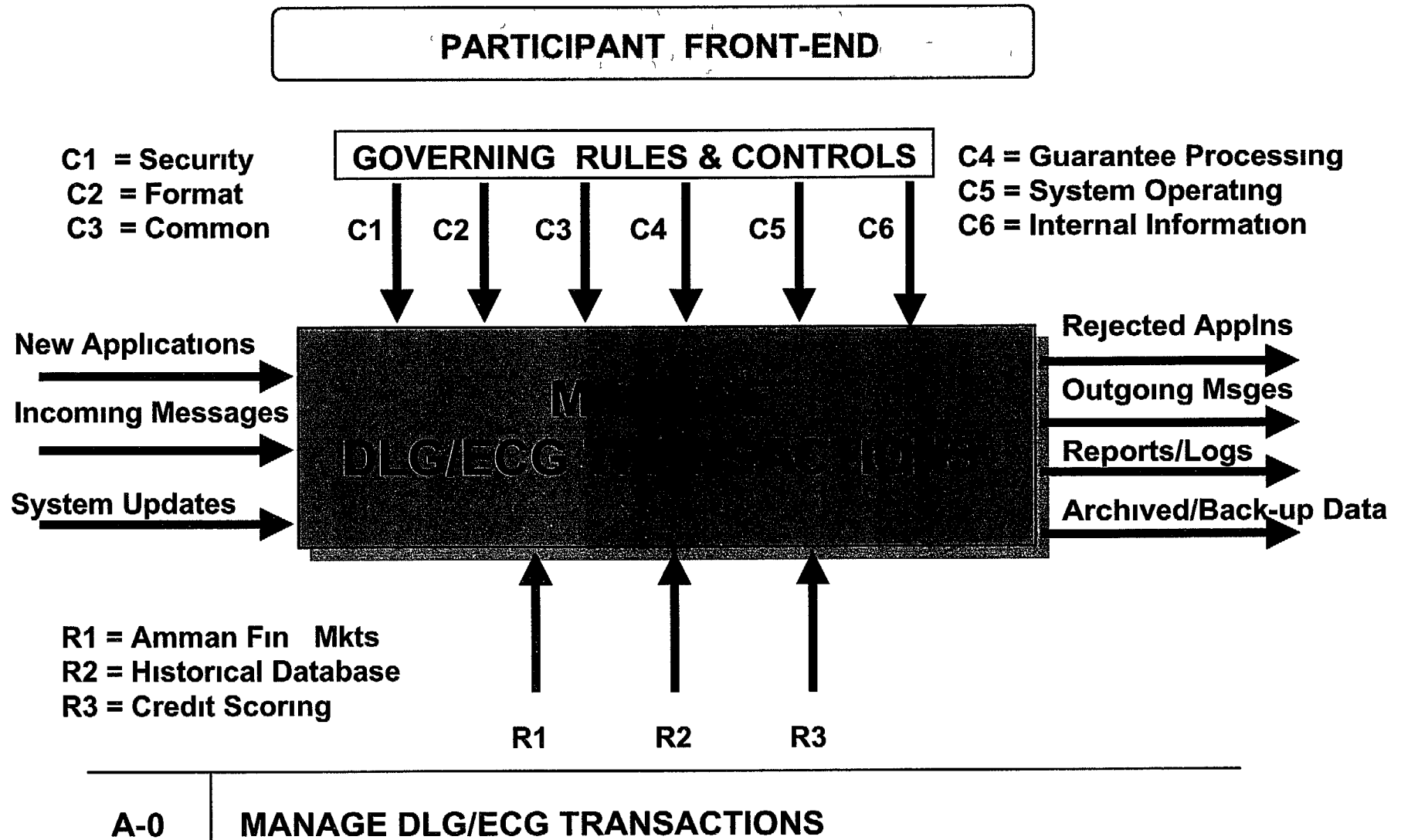
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A41

PROCESS INQUIRIES & INSTRUCTIONS

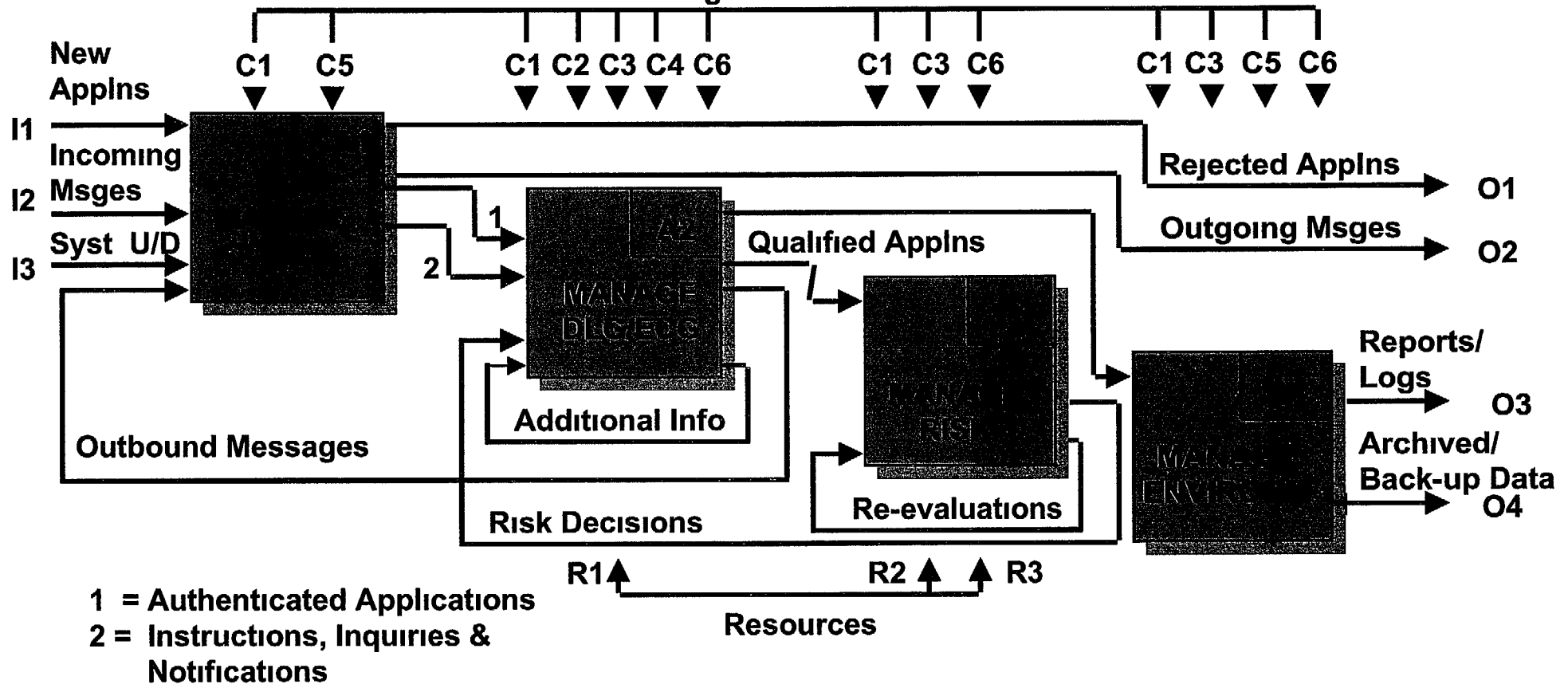
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JORDAN LOAN GUARANTEE CORPORATION - BUSINESS PROCESS MODEL

PARTICIPANT FRONT-END

Governing Rules & Controls



A0

MANAGE DLG/ECG TRANSACTIONS

C6 Internal Information

A311-Validate Transaction Details

This function validates the Guarantee details of all Formatted Guarantee Transactions for sufficiency and consistency

Input

The three inputs are

- I1 Formatted Guarantee Transactions from A2-Process Messages
 - Exception Transactions from A313-Manage Exceptions for renewed validation
 - [optionally]** Future-Valued Transactions presented from electronic storage for effective date checking

Output

The four outputs are

- O1 Valid Cancellation Instructions for A32-Manage Risk
- O2 Invalid Transaction Notifications for A2-Process Messages
 - Valid Transactions for A312-Check for Duplication
 - [optionally]** Future-Valued Transactions for electronic storage

Control

The controls operating on this function are

- C3 Common
- C4 Guarantee Processing
- C6 Internal Information

A312-Check for Duplicated Items

This function checks whether the item is a duplicate or a possible duplicate of an item presented earlier. Confirmed duplicates are deleted from the system under notification to the sending party that the item was an exact duplicate. Possible duplicates are passed on for further processing with an appended "Possible Duplication" alert

Input

The two inputs are

- Valid Guarantee Transactions from A311-Validate Guarantee Details
- I2 Exceed Risk/Over-Limit Transactions represented by A32-Manage Risk for renewed duplication check

Output

The two outputs are

- O2 Duplicated Transaction Notifications for A2-Process Messages
 - Valid Non-Duplicated Guarantee Transactions for A313-Manage Exceptions

Control

The Controls are

C3 Common
C4 Guarantee Processing
C6 Internal Information

A313-Manage Exceptions

This function performs other Non-Risk Exception checks and [optionally] permits human intervention for repair/verification of Guarantee Transaction Detail. If subject to human intervention, then effective queue management is indicated to ensure that exception conditions are resolved in a timely manner.

Input

The single input stream is

Valid Non-Duplicated Guarantee Transactions from A312-Check for Duplicated Items

Output

The two outputs are

O3 Fully Qualified Guarantee Transactions for A32-Manage Risk
Exception Transactions (which were manually intervened) for revalidation to
A311-Validate Guarantee Details

Control

The four controls are

C1 Security (Access)
C3 Common
C4 Guarantee Processing
C6 Internal Information

A32-Manage Risk

This function applies Risk Management in accordance with predefined criteria. A number of Risk Management checks are performed, assisted by both internal and external resources and are subject to human evaluative intervention. It is therefore critical that queues accurately reflect the status of a Transaction in terms of the particular phase in the process (i.e. an identification of each phase of, and resource utilised for, the assessment, along with an indication as to which assessment phases the Transaction has passed and why it is pending).

Transactions may be cancelled (i.e. deleted from queues) prior to release for Accounting updates.

Input

The two inputs are

I1 Fully Qualified Guarantee Transactions from A31-Process Guarantees
I2 Valid Cancellation Instructions also from A31-Process Guarantees (which free limits for new transaction presentations)

Output

The five outputs are

- Risk Exposure Update Information for C6-Internal Information
- O1 Cancelled/Over-Limit Notifications for A2-Process Messages
- Account Reconciliation Data for A33-Process Accounting
- Postable Transactions, also for A33-Process Accounting
- Exceeds Risk & Over-Limit Transactions for A31-Process Guarantees for renewed validation checks prior to representation for Risk Measurement

Control

The three controls are

- C1 Security (Access)
- C4 Guarantee Processing
- C6 Internal Information

Resources

All five resources identified to date impact on the gross Risk Management function, however not all apply to each sub-function. The subsidiary diagram denotes which Resources apply to each of the DLG, ECG, PSG-Commercial and PSG-Political risk measurement sub-functions

A321-Manage DLG Risk

A322-Manage ECG Risk

A323-Manage PSG Commercial Risk

A324-Manage PSG Political Risk

While the Risk Measurement Function as depicted in A32-Manage Risk is essentially generic for the several JLGC guarantee products, a subsidiary diagram has been inserted to show the complexity of this process

Input

The Inputs for all four components are

- I1 Fully Qualified Guarantee Transactions from A31-Process Guarantees
- I2 Valid Cancellation Instructions, also from A31-Process Guarantees

Output

The Outputs for the four components are

- O1 Cancelled/Over-Limit/Exceeds Risk Notifications for A2-Process Messages
- O2 Postable Transactions for A33-Process Accounting
- O3 Risk-sensitive Transactions for representation to A31-Process Guarantees
- O4 Account Reconciliation Data for A33-Process Accounting
- O5 Risk Exposure Update Information for the Internal Information Control

Control

All four components are subject to the following Controls

- C1 Security (Access)
- C4 Guarantee Processing

C6 Internal Information (particularly, Risk Limits)

Resources

The Resources for DLG Risk Management are

R2 Amman Financial Markets

R3 Historical Database

R4 Credit Scoring

The same resources apply to ECG Risk Management, however an additional one is relevant

R5 Other Databases These relate specifically to exporter experience

While domestic databases are not relevant to the management of PSG Commercial and Political Risk, such relevance does extend to foreign databases, such as is exemplified by

R1 COFACE

A33-Process Accounting

This function automatically generates and posts the accounting entries on the basis of Postable Transactions handed off by A32-Manage Risk. Also, once a transaction is put on JLGC's books, fees and commissions require automatic calculation and posting. This latter function logically is performed as an adjunct to the Accounting process.

Input

The two inputs are

Postable Transactions from A32-Manage Risk

Account Reconciliation Data also from A32-Manage Risk

Output

The outputs are

O2 Account Reconciliation Information and Report Data for A4-Manage Environment

Controls

C1 Security (Access)

C2 Format

C4 Guarantee Processing

C6 Internal Information (Chart of Accounts)

A331-Process Billing

Once a guarantee transaction has cleared the Risk Management component (and is to be entered into JLGC's accounting system, automatic billing for associated fees and commissions becomes appropriate. This comprises both calculation based on predetermined (and parameterized) schedules and notification to the owing party.

Input

The single Input is I1-Postable Transactions from A32-Manage Risk

Output

The three Outputs are

O1 Billing Notifications for A2-Process Messages
Billing Entries, handed off to A332-Post A/L & P/L Accounts
Account Reconciliation Data routed to A334-Reconcile Accounts

Control

The Operating Controls are
C3 Common
C4 Guarantee Processing
C6 Internal Information

A332-Post Assets/Liabilities & Profit/Loss Accounts

This function posts the entries generated by A32-Manage Risk and A331-Process Billing to the appropriate General Ledger Accounts

Input

The two inputs are
I1 Postable Transactions from A32-Manage Risk
Billing Entries from A331-Process Billing

Output

Two output streams are recognised
Unpostable Items, destined for A333-Post suspense Accounts
Account Reconciliation Data routed to A334-Reconcile Accounts

Control

The controls consist of
C3 Common
C4 Guarantee Processing
C6 Internal Information

A333-Post Suspense Accounts

This activity posts entries which are not recognised by defined, existing accounts to temporary (Suspense) accounts pending investigation and problem resolution

Input

Unpostable Items handed off by A332-Post A/L & P/L Accounts

Output

Account Reconciliation Data for A334-Reconcile Accounts

Control

Operating Controls are
C3 Common
C4 Guarantee Processing
C6 Internal Information

A334-Reconcile Accounts

This function reconciles the Postable Transactions from A32-Manage Risk and A331-Process Billing with actual postings to ensure that the financials for all transactions have been accounted for

Input

The two Input streams are

I2 Account Reconciliation Data from A32-Manage Risk

Account Reconciliation Data from A331-Process Billing, as well as from A332- Post
A/L & P/L Accounts and A333-Post Suspense Accounts

Output

O2 Account Reconciliation Information and Report Data for A4-Manage Environment

Control

The Controls are

C3 Common

C4 Guarantee Processing

C6 Internal Information

A4-Manage Environment

This gross function responds to Enquiries and Non-Transactional Instructions, Operates the System, Reconciles System Activities and Generates Reports It also Backs Up and Archives Data Any other activities which do not, or cannot, be logically contained within the automation stream and/or must be handled manually, fall within the scope of Manage Environment

Input

The four input streams are

Account Reconciliation Information from A3-Manage Guarantees & Accounting

Message Logs from A2-Process Messages

Formatted Inquiries & Non-Transactional Instructions, also from A2-Process

Messages

I2 System Operating Instructions from a source external to the model

Output

The four output streams are

Internal Information Updates

O2 Reports and Logs for external distribution and safekeeping

O3 Archived and Backed-up Data for off-site storage

Responses to Enquiries and Non-Transactional Instructions as well as
Notifications intended for A2-Process Messages

Controls

The operating controls are

C1 Security (Access)
C3 Common
C5 System Operating
C6 Internal Information

A41-Process Enquiries/Non-Guarantee Instructions

This function processes all Enquiries and Non-Transactional Instructions, including Internal Information Updates and System Operating Maintenance Instructions

Input

The single input is

I1 Formatted Enquiries/Non-Transactional Instructions from A2-Process Messages

Output

The four outputs are

Updates to Internal & System Control Information

O1 Responses to Valid Inquiries as well as Invalid Inquiry/Non-Transactional
Notifications for A2-Process Messages

Valid System Operating Instructions for A42-Operate System

Valid Report Requests and Inquiry/Update Logs for A44-Generate Reports

Controls

The three operating rules are

C1 Security (Access)

C3 Common

C6 Internal Information

A411-Validate Enquiries/Non-Guarantee Instructions

The function accepts and validates all Inquiries and Non-Transactional Instructions

Input

The single input is

I1 Formatted Inquiries/Non-Transactional Instructions from A2-Process Messages

Output

The six outputs are

O1 Valid System Operating Instructions for A42-Operate System

O2 Valid Report Requests for A44-Generate Reports

O3 Invalid Inquiry/Non-transactional Instruction Notification for A2-Process Messages
Valid Internal Information Maintenance Instructions for A412-Maintain Internal
Information

Valid System Control Maintenance Instructions for A413- Maintain System Controls

Valid Inquiries for A414-Manage Inquiries

Controls

C3 Common

C6 Internal Information

A412-Maintain Internal Information

This function maintains Internal Information (including static data) which acts as one of the controls for the automated process

Input

The two inputs are

Valid Internal Information Maintenance Instructions from A411-Validate

Enquiries/Instructions

I2 Risk Exposure Update Information from A32-Manage Risk

Output

The three outputs are

Updated Internal Information to act as one of the controls

O3 Update/Failed Update Notifications for A2-Process Messages

O4 Update Log for A44-Generate Reports

Controls

C1 Security (Access)

C3 Common

C6 Internal Information

A413-Maintain System Controls

This function maintains System Operating Procedures which act as one of the controls for the automated process

Input

The single input is

Valid System Control Maintenance Instructions from A411-Validate Inquiries/Instructions

Output

The three outputs are

Updated System Control Information

O3 Update/Failed Update Notifications for A2-Process Messages

O4 Update Log for A44-Generate Reports

Controls

The controls are

C1 Security (Access)

C3 Common

C6 Internal Information

A414-Manage Enquiries

This function processes all Validated Enquiries

Input

The single input is

Valid Enquiries from A411-Validate Enquiries/Instructions

Output

The two outputs are

O3 Responses to Valid Enquiries for A2-Process Messages

O4 Inquiries Log for A44-Generate Reports

Controls

C1 Security (Access)

C3 Common

C6 Internal Information

A42-Operate System

This function performs all system operating activities

Input

The single input is

Valid Operating Instructions from A41-Process Inquiries /Non-Transactional Instructions

Output

The four outputs are

O1 System Operating Notifications for A2-Process Messages

O2 Archived/Backed-up Data for Off-Site Storage

Reconcile Command for A43-Reconcile System Activities

System Logs for A44-Generate Reports

Controls

The Controls are

C1 Security (Access)

C3 Common

C5 System Operating

C6 Internal Information

A43-Reconcile Systems Activities

This function reconciles overall system activities to ensure that all incoming messages are accounted for. To prevent other diagrams from appearing too busy, the input streams are reflected only in the current (A43) diagram. Such streams nevertheless apply to all system component interaction to insure all systems activities are in fact reconciled.

Input

The three inputs are

Reconcile Command from A42-Operate System

I2 Source Reconciliation Data from all functions

I3 Destination Reconciliation Data from all functions

Output

The single output is

System reconciliation Information for A44-Generate Reports

Controls

C5 System Operating Rules (System Reconciliation Procedures)

A44-Generate Reports

This function performs the overall reporting activities for both standard and approved ad hoc reporting

Input

The four inputs are

System Reconciliation Information from A43-Reconcile System Activities

Valid Report Requests and Inquiry/Update Logs from A41-Process Enquiries/Non-Transactional Instructions and from A42-Operate System

I4 Message logs from A2-Process Messages

I5 Account Reconciliation Information from A333-Reconcile Accounts

Output

The single output is

O3 Reports/Logs for retention and/or external distribution

Controls

The governing rules are

C1 Security (Access)

C3 Common

C6 Internal Information

JORDAN LOAN GUARANTEE CORPORATION - BUSINESS PROCESS MODEL

Introduction

The proposed Business Process Model for JLGC uses a structured analysis and design technique as a method to **depict and describe process in terms of the interaction between functions, flows, applicable rules/controls and resources**. Complex processes can be decomposed (drilled down) into as many functions and sub-functions as are necessary to arrive at a detailed analysis of the overall process. It **enables process rationalization, facilitates elegant and compact design, and eliminates process redundancy across function**.

(In reading this section, we recommend that the diagrams contained in Appendix II be removed and referenced in conjunction with the text)

In the accompanying diagrams, functions are depicted by numbered boxes, each of which contains one or more activities, i.e. transformation of input to output under controlled conditions (governing rules and controls) and aided, where necessary, by callable resources. Where a main (parent) function has been decomposed into two or more sub-functions (children), the subsidiary diagram(s) references the main diagram by way of subsidiary numbering. Inputs, controls, outputs and resources are lettered "I", "C", "O" and "R" respectively. This is to

- 1 Provide continuity of flows between related diagrams,
- 2 Provide an internal consistency check between the diagrams,
- 3 Ensure that generically similar functions are identified, and
- 4 Link applicable resources to the Model

Flows which stay within the individual diagrams are not numbered but still require description

This present section provides textual descriptions of functions (activities) and process flows, as well as the rules and resources which enable such functions. A definition of terms (including those pertaining to controls and resources) is included as Appendix III. Parameters and data elements which define the underlying database structure are enumerated in Appendix IV.

The material presented in Appendices I through IV is designed to constitute the detailed user requirements, a decision tool as to whether to buy or build, and the blueprints for system development and/or modification/enhancement.

Process Description

Processing Facility

This chart depicts the overall operations infrastructure of JLGC operations, both its internal processing facility, along with gross function, and those external sources and destinations with

which it interfaces The JLGC PSG Front-Office is presented as an emulation of the Participant Front-Office, since it performs a very similar function

A-0 Manage JLGC Operations

This diagram presents the highest level overview of the model prior to decomposition into functions, associated process streams, function-applicable governing rules and external resources

The diagram depicts the first level of decomposition and recognises four distinct main functions All incoming and outgoing messages must first pass through A1-Manage Communications which performs e.g. network control and encryption/decryption functions A2-Process Messages manages authentication, acknowledgements, sequencing, format checking, logging, routing and other message related functions Formatted Guarantee Transactions are handed off to A3-Manage Guarantees and Accounting, which performs validation and duplication checks, manages exceptions and risk (including limits checks), and processes Billing and Accounting A4-Manage Environment processes enquiries and non-transactional instructions, updates Internal and System Control Information, operates and reconciles the system, backs up and archives data, and generates reports

Input

Three distinct input streams can be identified as follows

- I1 This represents all incoming messages presented to JLGC
- I2 System Operating Instructions which originate outside the model

Outbound messages, representing messages generated by the system, routed from A2-Process Messages, and intended for external destinations

Output

The diagram recognises three output streams

- O1 All outgoing messages flowing from A1-Manage Communications
- O2 Reports and Logs for external distribution and/or safekeeping
- O3 Archived and Back-up data for external storage

Control

In this (highest level) diagram, controls are depicted as they relate to the specific gross function

A1-Manage Communications

This function performs all communication activity relative to JLGC, including network management and decryption/encryption

Input

There are two input streams

- I1 All Incoming Messages
- All Outbound Messages handed off by A2-Process Messages

Output

The two outputs are

- O1 Outgoing Messages to destinations outside the Model
- Accepted Messages which are handed off to A2-Process Messages

Control

- C1 The Security Rules
- C5 The System Operating Rules

A2-Process Messages

This function performs comprehensive message handling such as authentication format validation, format repair/verify [optionally], message routing etc

Input

The two input streams represent

- Accepted Messages from A1-Manage Communications
- Responses to Enquiries, Non-Transaction Instructions and Notifications from A4-Manage Environment and A3-Manage Guarantees & Accounting

Output

The four (internal) output streams comprise

- Formatted Transactions intended for A3-Manage Guarantees & Accounting
- Message Logs which are routed to A4-Manage Environment
- Formatted Inquiries/Non-Transaction Instructions also for A4-Manage Environment
- Outbound Messages which are routed to A1-Communications

Control

- C1 Security Rules (Access)
- C2 Format Rules
- C3 Common Rules
- C6 Internal Information

N B It should be noted that, as Communications and Message Handling are functions which are common to all modern automated systems --and are generally understood--, such functions have not been decomposed in subsidiary diagrams Where operations are transaction specific, such as in the case of guarantees, such decomposition has been pursued

A3-Manage Guarantees & Accounting

This complex process acts on all Formatted Guarantee Transactions It validates the Transaction Detail, checks for Duplication, and performs Risk Management as well as Billing, Accounting and associated Reconciliation activities

Input

A single input is recognised as follows

Formatted Guarantee Transactions routed from A2-Process Messages

Output

The three output streams are

Updates to Internal Information

Account Reconciliation Information for A4-Manage Environment

Billing/Cancellation/Exception etc Notifications for A2-Process Messages

Control

C1 Security (Access)

C3 Common

C4 Guarantee Processing

C6 Internal Information

Resource

All five Resources are callable, primarily in the interest of Risk Management, the detail of which is depicted in Diagram A32-Manage Risk

A31-Process Guarantees

This activity validates the Guarantee Details, [optionally] verifies/repairs such details, checks for duplicated items and manages associated exceptions

Input

The four inputs are

I1 Formatted Guarantee Transactions from A2-Process Messages

Exceeds Risk & Over-Limit Transactions from A32-Manage Risk for renewed validation and duplication checks

Exception Transactions from A313-Manage Exceptions

[if required] Future-Valued Transactions from electronic storage within the system

Output

The five outputs are

O1 Invalid/Duplicated/Exception/Cancellation Notifications for A2-Process Messages

Valid Cancellation Instructions for A32-Manage Risk

Fully Qualified Guarantee Transactions also for A32-Manage Risk

Exception Transactions for A31-Process Guarantees for re-qualification

[optionally] Future-Valued Transactions for electronic storage and effective date checking

Control

The effective controls are

C1 Security (Access)

C3 Common

C4 Guarantee Processing

JORDAN LOAN GUARANTEE CORPORATION - BUSINESS PROCESS MODEL

DEFINITION OF TERMS

The following is a definition of natural language terms used in the Model

1 Governing Rules & Controls

1.1 Security Rules

The set of rules which define the conditions which must be met to provide a secure operating environment. These rules define requirements for

- Line encryption
- Message encryption
- Sender authentication
- Terminal security
- User Access security (User Name/Password)
- Segregation of function (message repair, verify and release)
- Physical access to premises and computer room
- Back-up and Archiving of data, and associated on-site/off-site storage
- Virus protection

1.2 Format Rules

The set of rules which determine the criteria for the construction and checking of messages, files and reports. They provide a map in terms of field lay-out, location for specific information and field content. Formats allow for validation checks, provide comparison information etc. Report format rules provide the framework for the presentation of data streams in readable form. Decisions are required as to whether a particular field is mandatory or optional, the size of the individual fields (# of characters), and their content in terms of alpha, numeric or alpha/numerical characters.

Field content includes

- Transaction type
- Sender code
- Currency
- Amount
- Priority
- Name of Borrower/Exporter
- etc

1.3 Common Rules

These are the universal rules which impinge on the operations of JLGC, the Participants and other related parties. Examples are

- Calendar (date/time)
- Time zones
- Workweek/Holidays

1 4 *Guarantee Processing Rules*

These include edit standards for both guarantee processing and accounting routines such as

- Completeness checks
- Duplication checks
- Internal consistency checks (cross edits)
- Risk Management rules and conditions
- Fees, Commission & Interest calculations
- Account Reconciliation rules

1 5 *System Operating Procedures*

These represent the procedures which control the operation of the system as defined by the owner

These procedures prescribe

- Mode of operation
- Conditions of operation
- Times of operation
- Processing cycles
- etc

1 6 *Internal Information*

This control contains the sets of information which are readily available from the System, both as static data and as automatically updated information, such as balances. The control includes

- Participant Risk Limits
- Country Risk Limits
- Importer Risk Limits
- Industry Sector Limits
- Foreign Exchange Exposure Limits
- Participant Outstanding Balances
- Exporter Outstanding Balances
- Importer Outstanding Balances
- Chart of Accounts
- Other Participant static information (e.g. names, addresses etc.)
- System state

2 *Resources*

2 1 *COFACE*

- 1 Information database provided by the French Coface Group to permit Country and Foreign Importer Commercial Risk assessment
- 2 Facility to communicate with COFACE in the interest of re-insuring part of the commercial and political risk sustained by JLGC under its Post-Shipment Guarantee

(PSG) program

On-line connectivity by means of an Internet connection has been established. A leased line with the local service provider will be established shortly.

2.2 Amman Financial Markets (AFM)

Information database concerning the listings of quoted shares

2.3 Historical Database

A database maintained by JLGC to provide historical information on previous exposure to Jordanian domestic borrowers and exporters

2.4 Credit Evaluation System

A parameterized, callable sub-system which provides advice on the credit decision concerning a certain transaction. Importantly, the sub-system scores the guarantee application according to certain pre-defined risk elements. This sub-system provides advisory decisions only, which must be capable of over-ride if collateral or other considerations so indicate.

2.5 Other External Databases

Other connections to be (eventually) pursued in the interest of assisting JLGC with arrival at appropriate credit decisions (e.g. Credit Bureaux, such as Dun & Bradstreet)

3 Messages and Transactions

JLGC

Jordan Loan Guarantee Corporation

Participant

Any bank or other financial institution which has executed an agreement with JLGC for the extension of a Guarantee Facility by JLGC to the Participant under certain specified conditions

Reason Code

A code stating the reason for non-acceptance by the JLGC System

Message

Any electronic communication presented to, or exiting, the JLGC system

Incoming Message

Any Message presented to the system

Outgoing Message

Any Messages which exits the system

Outbound Message

Any Message presented to Manage Communications for destinations outside the System

Accepted Message

A decrypted Message which is sufficiently intelligible for downstream processing by the message handler (Process Messages)

Transaction

Any Guarantee transaction, whether Domestic Loan, Export Credit or Post-Shipment, which flows through the System, irrespective of process state. A Transaction is a Message until such time as it has been identified as a Transaction

Formatted Transaction

Any Message which has been determined by the message handler (Process Messages) to constitute a (format-checked) Transaction

Invalid Transaction

Any Transaction which has failed validation of the Guarantee detail test. The Guarantee is deleted under notification with appended Reason Code and requires representation if execution is desired

Duplicated Transaction

A confirmed or suspected duplicate of a transaction processed earlier. A confirmed duplicate is deleted under notification to the presenter, with appended Reason Code. A suspected duplicate is allowed to process through the System, however a "Suspected Duplication" note is appended to alert personnel to this possibility

Exception Transaction

An exception condition has been detected. The Participant is notified with appended Reason Code. The Transaction is deleted or suspended and requires additional information or representation if execution is desired. If represented internally, the Transaction needs to pass through renewed validation and duplication checks to re-confirm its status as a Valid Transaction

Valid Transaction

A Transaction which has passed the validation tests as to Transaction details

Valid Non-Duplicated Transaction

A Transaction which has passed the Guarantee detail validation and Duplication tests and is fully qualified provided it contains no other Exceptions

Future-Valued Transaction

A transaction which has passed all initial tests (validation, duplication, exception), was temporarily warehoused as being too early (ahead of its Value Date) to be executed and is being represented for processing. Future-value presentation by the Participant will likely only become necessary if transaction volumes increase substantially

Fully Qualified Transaction

The Transaction has been pre-checked in all respects (including Guarantee Details, Duplication and Value Date) and is capable for presentation to the Risk Management module of the System

Exceed Risk/Over-Limit Transaction

Transactions which failed the Risk tests and are either rejected outright or are queued pending remedial action (limit increase or human intervention)

Represented Risk-Sensitive Transactions

The Transaction has failed the initial Risk tests but contained elements which precluded outright rejection. It is being represented for Risk re-evaluation following remedial action and/or limit increase

Postable Transactions

The transaction has pre-qualified in every respect and has passed the Risk Management test. JLGC has accorded final approval. Accounting entries are generated and JLGC's books are updated to reflect the new liability as well as income on account of applicable fees/commissions

Formatted Instruction

Any instruction, in system readable and complete form, which requires the System to perform a certain, pre-defined (acceptable) action

System Operating Instruction

Any instruction for the operation of the System which originates from a source outside the Model. The System Operating Procedures determine the validity of the instruction

Valid Cancellation Instruction

Any instruction for the cancellation of a Transaction which has passed the validation test. Cancellation Instructions are acted on as long as the relevant accounting entries have not been generated. This means that, once a Transaction has passed the Risk Management test, it is considered to have been posted to JLGC's books. In case of cancellation prior to this stage the Transaction is deleted from the System under notification to the Participant, with appended Reason Code. Once put on the books, Cancellation requires intervention by JLGC staff and reversal of the associated entries

Valid Internal Information Maintenance Instructions

Any validated instruction which requires Internal Information to be maintained/updated. Such information relates to Participant static data (names, addresses, authorised branches etc.) and Risk Limits, changes to e.g. the Chart of Accounts, and other such standing information

Valid System Control Maintenance Instructions

Any validated instruction which requires System Control Information to be maintained/updated. Addition of an additional user to the Network is an example

Notification

Any Message which advises the Participant of a given action or non-action by JLGC, with appended Reason Code where applicable

Invalid Transaction Notification

A Message, with appended Reason Code, informing the Participant that the Transaction presented by it could not be validated, e.g. certain mandatory fields were empty

Duplicated Transaction Notification

A Message advising the originating Participant that the Transaction is a confirmed or suspected Duplicated Transaction

Exception Notification

A Message, with appended Reason Code, which informs the Participant of exception conditions (other than validity, duplication and risk) as to why its proposed Transaction could not be accepted

Cancellation Notification

Advice to the Participant that (in accordance with its request) the transaction has been cancelled, with appended Reason Code as appropriate Cancellation implies that the Participant needs to represent the entire Transaction if execution is desired

Over-Limit/Exceeds Risk Notification

A Message to the Transaction presenting Participant, with appended Reason Code, indicating that JLGC is unable process the Transaction without further action, e g risk mitigation or limit increase requirements

Invalid Instruction Notification

A message to the originator, with appended Reason Code, that the Instruction could not be executed

Invalid Inquiry Notification

A Message to the originator, with appended Reason Code, that the Inquiry could not be responded to

Update/Failed Update Notification

Confirms to the Message originator that the requested update of International or System Control Information was successful Alternatively, the originator is advised that the update has failed

Billing Notification

A Notification by JLGC to a Participant that it owes JLGC a certain amount of money and containing specific reason and reimbursement instructions

Formatted Inquiry

Any request, in pre-defined system readable and complete form, for information available from the System concerning, e g guarantee status, participant static information, overall exposures etc

Responses to Formatted Inquiries & Instructions

Any Message responding to an Inquiry from, or Instruction to, the System

Billing Entries

Accounting Entries which emanate from the Billing sub-module for update of JLGC's revenue accounts

Unpostable Item

Any accounting entry which cannot be posted to a designated account and, by default, is temporarily posted to a Suspense Account pending investigation and resolution

4 Generated Data

Log

A purpose-specific report which records activity for downstream verification, audit and later referral

Message Log

A complete record of incoming and outbound messages to facilitate traffic reconciliation and exception management

Update Log

A record of all updates to the System (Internal Information/System Operating Procedures)

Inquiries Log

A record of all Inquiries presented to the System

System Log

A record of all system activity during a given processing cycle

Account Reconciliation Data

Approved Transaction Data passed from Manage Risk to Process Accounting to insure that all approved Transactions are accounted for

Reconciled Accounts Information

Information as a result of the Account Reconciliation process which requires translation into a corresponding report. The account reconciliation process compares guarantee transactions with accounting entries to ensure that all transactions have ultimately been accounted for. Reconciliation error conditions are reported and require remedial action.

Reports

Reports in either hard copy or electronic form which are stored at, or distributed to, locations outside the System

Archived/Back-up Data

Information in electronic form, maintained outside the System, to provide historical and disaster recovery data

APPENDIX II-D

JORDAN LOAN GUARANTEE CORPORATION
BUSINESS PROCESS MODEL - PARAMETERS & DATA ELEMENTS

	Field Size (# chars)	Field Type (a n a/n)	Remarks
Enterprise Parameters			
System Defaults & Controls			
Base Currency	3	a	
Counterparty Code	1	a	
Printer Defaults	Select from Updatable List		
Data Item Sizes			
Transaction Type Code	3	a	
Accounting Module Transaction Code	6	n	
Default Due From Account	6	n	
Password Controls			
Minimum Size	5	a/n	
Character Set	abcdefghijklmnopqrstuvwxyz0123456789		
Restrictions	8	a/n	
Expiry Days	2	n	
History Cycle	1	n	
History Days	3	n	
Exchange Rate Controls			
Exchange Rate Expiry (after n days)	2	n	
Auto-Print Rate List after Update (y/n)	1	a	
Operations Defaults			
Capitalize Reference Numbers (y/n)	1	a	
Standard Business Week	7	a	(e g XSMTWTX)
Last Business Date and Day	8	n	DDMMYYYY
Transaction Authorization Levels			
Level	1	n	
Maximum Transaction Amount	tbd	n	
Print Transaction Diaries n Days Forward	1	n	
Report Limits with n% Exposure	2	n	
Calculation Base	3	n	(360/365/366)
Transaction Type Details			
Transaction Type Code	3	a	
Transaction Type Description	35	a	
Auto Guarantee Reference Numbers (y/n)	1	a	
Reference Number Prefix	3	a	
Next Number	tbd	n	
Pre-Printed Reference Number (y/n)	1	a	
Fating Controls			
Default Revenue Accounts			
Standard Commission	6	n	
Other Fees	6	n	

PARMS

Interest Received	6	n	
Authorization Controls			
Input	1	a	
Maintain			
Authorize			
Release			
Exposure Controls			
Transaction Service Fees			
Transaction Type	3	a	
Currency Code	3	a	
Base Charging Parameters			
Fee Calculation Method			
Delayed Payments			
# Days Grace	3	n	
Charge Percentage	2	n	
Percentage Rule			
Calculation Basis	3	n	(360/365/366)
Minimum Fee	tbd	n	
Maximum Fee	tbd	n	
Facility Type Details			
Facility Parent	3	a	
Facility Type Code	3	a	
Facility Description	35	a	
Accrual Method (Gross or Net)	1	a	
Limit Usability (Revolving/Non-Revolving)	1	a	
Defaulted Weighted Risk Asset Rate	2	n	
Overall Enterprise Exposure	3	n	
Limits Currently Allocated	tbd	n	
Facility Expiry Date	8	n	(DDMMYYYY)
Prompt Reason Codes	tbd	a	
Industry Sector Codes	4	a	
Industry Sub-Sector Codes	4	a	
Exporter Types	1	a	
Default Other Fees			

Currency Parameters

Currency Details			
Currency Code	2	a	
Currency Name	25	a	
Units	25	a	
Decimals	15	a	
Currency Special Instructions	tbd	textbox	
Currency Conversion Terms (multiply/divide)	1	a	
Number of Decimals	3	n	(default = 2)
Interest Calculation Base	3	n	(360/365/366)
Exchange Rate Maintenance			
Exchange Rate Authorization			

PARMS

Geographic Parameters

Country Details

Country Code	2	a	
Country Name	25	a	
Country Region Code	2	a	
Country Region Name	25	a	
Capital City	25	a	
Country Geographic Group Code	2	a	
Country Geographic Group Name	25	a	
Country Possession Group	2	a	
Country Currency	3	a	
Standard Business Week	7	a	(e g XXMTWTF)
Country Holidays	tbd	table	

Participant Details

Participant Code	11	a/n	
Participant Class	1	a	
Participant Full Name	35	a	
Participant Address			
Line 1	25	a/n	
Line 2	25	a/n	
Line 3	25	a/n	
Postal Code	11	a/n	
Participant Short Name	10	a	
Participant Location	25	a	
Participant Country	2	a	
Participant Country Region	2	a	
Participant Communication Details			
S W I F T /BIC Code	11	a/n	
Telephone Number	15	n	
Fax Number	15	n	
E-mail Address	25	a/n	
Internet URL	35	a/n	
Parent Organization	35	a/n	
Global Code	8	a	
Link Code (for dial-up)	tbd		
Special Instructions	tbd	textbox	

Domestic Borrower Details

Borrower Code	tbd		
Borrower Class	1	a	
Borrower Full Name	35	a/n	
Borrower Address			
Line 1	25	a/n	

PARMS

Line 2	25	a/n
Line 3	25	a/n
Postal Code	11	a/n
Borrower Short Name	10	a
Borrower Location	25	a
Borrower Country	2	a
Borrower Country Region	2	a
Borrower Communication Details		
Telephone Number	15	n
Fax Number	15	n
E-mail address	25	a/n
Internet URL	35	a/n
Borrower Parent Organization	35	a/n
Borrower Global Code	8	a
Borrower Additional Information	tbd	textbox

Borrower Facility Type Details

Exporter Details

Exporter Code	tbd	
Exporter Class	1	a
Exporter Full Name	35	a/n
Exporter Address		
Line 1	25	a/n
Line 2	25	a/n
Line 3	25	a/n
Postal Code	11	a/n
Exporter Short Name	8	a
Exporter Location	25	a
Exporter Country	2	a
Exporter Country Region	2	a
Exporter Communication Details		
Telephone Number	15	n
Fax Number	15	n
E-mail Address	25	a/n
Internet URL	35	a/n
Exporter Parent Organization	35	a/n
Exporter Global Code	8	a
Exporter Additional Information	tbd	textbox

Exporter Facility Details

Foreign Importer Details

Foreign Importer Code	tbd	
Foreign Importer Class	1	a
Foreign Importer Full Name	35	a/n
Foreign Importer Address		

PARMS

Line 1	25	a/n
Line 2	25	a/n
Line 3	25	a/n
Postal Code	11	a/n
Foreign Importer Short Name	8	a
Foreign Importer Location	25	a
Foreign Importer Country	2	a
Foreign Importer Country Region	2	a
Foreign Importer Communication Details		
Telephone Number	15	n
Fax Number	15	n
E-mail Address	25	a/n
Internet URL	35	a/n
Foreign Importer Parent Organization	35	a/n
Foreign Importer Global Code	8	a
Additional Information	tbd	textbox

Foreign Importer Facility Details

Co-Insurer Details

Co-Insurer Code	tbd	
Co-Insurer Class	1	a
Co-Insurer Full Name	35	a/n
Co-Insurer Address		
Line 1	25	a/n
Line 2	25	a/n
Line 3	25	a/n
Postal Code	11	a/n
Co-Insurer Short Name	8	a
Co-Insurer Location	25	a
Co-Insurer Country	2	a
Co-Insurer Country Region	2	a
Co-Insurer Communication Details		
Telephone Number	15	n
Fax Number	15	n
E-mail Address	25	a/n
Internet URL	35	a/n
Co-Insurer Parent Organization	35	a/n
Co-Insurer Global Code	8	8
Default Co-Insurance Percentage	2	n
Additional Information	tbd	textbox

Co-Insurer Facility Details

Overseas Bank Details

Bank S W I F T /BIC Code	11	a/n
Bank Full Name	35	a/n

PARMS

Bank Address		
Line 1	25	a/n
Line 2	25	a/n
Line 3	25	a/n
Postal Code	11	a/n
Bank Short Name	8	a
Bank Location	25	a/n
Bank Country	2	a
Bank Country Region	2	a
Bank Communication Details		
Telephone Number	15	n
Fax Number	15	n
E-mail Address	25	a/n
Internet URL	35	a/n
Bank Parent Organization	35	a/n
Bank Global Code	8	a
Additional Information	tbd	textbox

External Resource Detail

Organization Code	tbd	
Organization Full Name	35	a/n
Organization Short Name	8	a
Organization Address		
Line 1	25	a/n
Line 2	25	a/n
Line 3	25	a/n
Postal Code	11	a/n
Organization Location	25	a/n
Organization Country	2	a
Organization Country Region	2	a
Organization Communication Details		
Telephone Number	15	n
Fax Number	15	n
E-mail address	25	a/n
Internet URL	35	a/n
Parent Organization	35	a/n
Global Code	8	a
Additional Information	tbd	textbox

CODESETS

JORDAN LOAN GUARANTEE CORPORATION BUSINESS PROCESS MODEL - PROPOSED CODE SETS

Currency Table

This can be secured from any of the S W I F T connected Participants and provides the 3-alpha codes & extensions for all world currencies

Counterparty Codes

E = Enterprise (JLGC)
P = Participant (under the JLGC Guarantee scheme)
O = Other (non-Participant) domestic and Overseas financial institution
C = Co-Insurer
R = (Information) Resource Organization (e g Dun & Bradstreet)

Borrower Codes

D = Domestic Loan Guarantee (DLG) Borrower
E = Export Pre-Shipment Guarantee (ECG) Borrower
P = Post-Shipment Guarantee (PSG) Borrower

Transaction Type Codes & Prefixes

DLG = Domestic Loan Guarantee
ECG = Export Pre-Shipment Guarantee
PSG = Post-Shipment (Export) Guarantee

Facility Type Codes

FAC FAC = Overall (Participant/Co-Insurer) Facility Limit
FAC DLG = DLG Sub Limit
FAC ECG = ECG Sub Limit
FAC PSG = PSG Sub Limit
PSG IMP = PSG Importer (Commercial Risk) Sub-sub Limit
PSG POL = PSG Country Risk Sub-sub Limit

Country Details

This can be secured from any of the S W I F T connected Participants and provides the 2-alpha codes & extensions for all world countries

Country Group Details

The grouping of countries along geographic and/or economic interest (specific to Jordan and/or JLGC) is a matter of choice and convenience E g grouping might take place along the following lines

ME = Middle East
EU = European Union
EO = Europe - other
NA = North America
LA = Latin America
AF = Africa
AS = ASEAN

CODESETS

etc

Country Possession Details

This grouping is useful only in the interest of overall political risk determination

E g French Polynesia is a possession of France, hence French political risk

The user needs to determine the usefulness of such groupings given the nature of its transactions and act accordingly

Country Region Details

It is recommended to structure this inventory along the lines of 2 alpha and to start with the Governates of Jordan, adding other countries' regions (e g NJ = New Jersey USA) as the need arises

Bank & Other Financial Institution Codes

This can be secured from any of the S W I F T connected Participants and provides the 11-alpha/numeric S W I F T /BIC codes & extensions for all financial institutions world-wide

Industry Sector and Sub-Sector Codes

These codes need to be established in response to requirements for report generation (both internal and statutory/statistical) as well as risk evaluation by economic sector

Classification somewhat along the following lines (based on 4-alpha) is suggested

AGRI = Agricultural

FRUI = Fruits & Vegetables

LFST = Livestock

INDU = Industry

PREC = Precision

HEAV = Heavy

SERV = Services

FINC = Financial

PROF = Professions

BROK = Brokerage

HAND = Handicraft

(e g a region/handicraft combination can thus be achieved (instead of a simple yes/no)

Collateral Security Details

It is important to determine the codes for various types of collateral both in the interest of macro reporting and risk evaluation and to enable placement of a temporary suspension on a certain class of collateral (in view of market conditions)

A suggested starting list might look as follows

MORT = Mortgage on Real Estate

CASH = Cash Bank Deposits etc

SECS = Stocks & Bonds

MACH = Machinery & Equipment

PERS = Personal Guarantee

OTHR = Other Guarantee

BANK = Bank Guarantee

CODESETS

Loan (Guarantee) Status

Status reporting requirements are evident in a number of JLGC operations. Here again, the establishment of standard codes is recommended, along the following lines

OUTS = Outstanding
EXEC = Executed
DFLT = Defaulted
PREL = Preliminary
REJD = Rejected

Blacklistings, Suspensions & Embargoes

A rather varied number of possible blacklistings and suspensions can be identified. Selection from a predetermined list presented to the user can thus simplify operations, easy reporting and reduce key strokes. The following partial list is suggested

PART = Participant suspended
BORR = Borrower blacklisted
XPRT = Exporter blacklisted
COUN = Country of Import blacklisted
IMPR = Importer blacklisted
MERC = Merchandise blacklisted in the proposed country of import
A secondary notation as to the source of the blacklisting/suspension is useful for immediate reference, e.g.
JLGC = Jordan Loan Guarantee Corporation
PART = Participant Bank
AFMS = Amman Financial Markets
CBOJ = Central Bank of Jordan
GOVT = Foreign Government

Borrower Organization Details

Borrower Organization Details are static data as follows

Date of Establishment
of years in Guarantee applicable business
Legal Form
of Employees
Owners/Shareholders
Owner Nationality (use 2-alpha country code¹⁾)
Principal Place of Business
Sister/Daughter Companies
Global Code

Legal form can be denoted by a code group as follows

INDF = Individual female
INMA = Individual male
LTDC = Limited Company
PART = Partnership

or whatever denominators are required under JLGC's operating terms of reference from time to time

JLGC LETTERHEAD

APPENDIX III-A

Ref #

Date

Individually addressed to the following firms in Amman

1	2	3	4
Mr Ramy S Nahhas	Mr Marwan Hamdan	Mr Abdul Aziz Shaheen	Arab Turnkey Systems
Managing Partner	General Manager	Operations Manager	
BankWare	Delta Informatics	Business Soft Co	

Dear Mr ,

Re Request for Information

As recorded during your recent meeting with our external consultants and company representatives Jordan Loan Guarantee Corporation ("JLGC" or "the Corporation") has been assessing its requirements for radical automation renewal to support its existing operations and to position for the future. To this effect and in view of the competitive nature of the selection process a number of companies, including yourselves were contacted to obtain an indication of interest in principle on the basis of a preliminary, verbal information exchange during introductory meetings. Having received a positive reaction from your company we are now pleased to provide additional, written detail which hopefully will place you in a position to respond more formally.

1 0 Operative Conditions of this Request

1 1 Form of JLGC's Request

In view of the limited time involvement on the part of our consultants it has not been possible to formulate a body of detailed User Requirements, i.e. a comprehensive external design such as would enable prospective bidders to consider all relevant aspects of a Request for Proposal (RFP) and provide a corresponding firm financial quotation and associated implementation timeframes. Instead, and also given the somewhat unique nature of the Corporation's transactions, the focus has been on the formulation of an Operations Model which depicts JLGC's transaction process in terms of Functions and Flows and as further described below. Accordingly the Corporation deemed it appropriate to present this current request in the form of a Request for Information (RFI) rather than as a Request for Proposal. Nevertheless, the Corporation will interpret relevant responses as firm indications of the respondents' capabilities and evaluate such responses accordingly.

1 2 Confidentiality

This letter is accompanied by several attachments which are designed to aid respondents in their preliminary evaluation of matching capabilities and to formally respond to this Request. Both this covering letter and its attachments are being forwarded to your Company under strict non-disclosure provisions subject to Jordanian law. The information provided may only be used for the purpose of your evaluation of the Request and may not be copied in any form or medium whatsoever without the Corporation's express prior and written permission. If your Company decides not to pursue the opportunity presented herewith all original enclosures must be returned to JLGC forthwith, again without having been copied in any form or medium.

1 3 Form of Response

Given the Corporation's high level requirements documented below and in the attachments and in order to enable JLGC to evaluate responses with reference to a common framework your Response is expected to address at least the following:

- 1 3 1 Company Organizational Structure and Nationality
- 1 3 2 Application Software - availability or otherwise
- 1 3 3 Communications and Networking Strategy

- 1 3 4 Database Philosophy
- 1 3 5 Hardware Direction
- 1 3 6 Language of Choice (Screens and Reports)
- 1 3 7 Overall Project Approach and Management
- 1 3 8 Business Consultancy Requirements and/or Provision
- 1 3 9 Documentation
- 1 3 10 Licensing and Maintenance
- 1 3 11 User Training
- 1 3 12 Provisional high level Project Time Estimates to Full Implementation
- 1 3 13 Provisional, high level Financial Estimates to Full Implementation
- 1 3 14 References

To insure a level playing field, respondents should assume a Client/Server network connecting 20 internal users (including hardware) and 20 participant bank connections (excluding hardware)

1 4 Submission Deadline

Time constraints force us to impose an aggressive deadline for your submission and we request that your response to this RFI reaches us by 4 00 p m on Tuesday, September 21, 1999

1 5 Information Meeting

An information meeting for all respondents has been scheduled for 11 00 a m on Thursday September 16 1999 at the Corporation's premises at Kalboneh Centre 5th floor, Prince Mohammed Street Jabal Amman Respondents are requested limit their attendance to two individuals and to advise the names of their attendants to Mr Ashraf Al-Shafie at telephone # 461-7393 by 4 00 p m on September 15

2 0 Background

2 1 General

Jordan Loan Guarantee Corporation is a private sector, public shareholding company established under Jordanian Companies law As its name implies the Corporation is in the business of guaranteeing loans and other credit obligations and in this connection two distinct product families can be recognized each with a differing client base and varying operating procedures as follows

2 2 Re-payment Guarantees to Domestic Banks

This comprises two products Domestic Loan Guarantees (DLGs) and Pre-Shipment Export Credit Guarantees (ECGs) At present the beneficiaries of these programs are Jordanian-owned small/medium-sized firms which have limited access to financial institutions, or lack sufficient collateral to secure needed financing Potential borrowers either approach a commercial financial institution (FI) direct or are referred to such FI by JLGC as a result of JLGC's counseling service to the borrower Following FI evaluation of the loan proposition the lending institution can elect to either assume the total risk, in which case JLGC has no (further) involvement or request JLGC to guarantee the loan Guarantee ratios and applicable fees can vary according to the purpose size and term of the loan In all cases the Corporation's client is the financial institution which ultimately makes the loan Overall lines are established for each Participant Bank in the program which is subject to formal agreement between JLGC and the Participant

2 3 Post-Shipment Export Credit Guarantees to Jordanian Exporters

The Post-Shipment Guarantee (PSG) program has no reference to an underlying loan Rather the Corporation guarantees the risk of non-payment by the foreign importer and/or the country risk represented by e g unavailability of foreign exchange civil war, cancellation of import license etc For this product line JLGC's customer is the exporter Part of the amount of the Corporation's guarantee to the exporter is re-insured with a foreign re-insurance company

2 3 Current Level of Automation

The current level of automation within the Corporation is somewhat typical of a young and growing company Until now all development has taken place in-house and in relative isolation using FoxPro2 6 and MSAccess 2 0 and 7 0 tools An internal Client/Server network connects an assembly of hardware however the user community suffers from a high level of data re-entry and massaging Report generation especially as it relates to MIS is onerous and time-consuming Parallel Loan Guarantee programs have been developed for the

Participant Banks however communication to and from these participants currently takes place by fax. The following distinct stand-alone applications can be recognized:

DLG application resident at the Participants	FoxPro2 6
DLG application resident at JLGC	FoxPro2 6
ECG application resident at the Participants	FoxPro2 6
ECG application resident at JLGC	FoxPro2 6
ECG Client follow-up program	FoxPro2 6
PSG Exposure Monitoring (stand-alone PC)	Excel 5 0
Defaulted Loan Classification program	MSAccess 2 0
Accounting program	MSAccess 2 0
Personnel and Payroll program	MSAccess 7 0
Personnel Accountability program	MSAccess 2 0
Incoming & Outgoing Correspondence Program	MSAccess 2 0

2.4 Additional component requirements

In addition to the foregoing requirements for DLG and ECG credit evaluation/scoring have been modeled as has an Exporter Information/Credit History database construct. The relevant Models are to form the basis for incorporation of relevant functionality within the overall envisaged solution.

3.0 Operations Vision

To improve JLGC's current operations, maximize staff contribution and position for future growth --in terms of clientele, increasing volumes, additional products and possible geographic expansion-- the creation of a **robust, integrated communication, message/transaction processing, risk evaluation, accounting and information environment** is mandatory. JLGC believes such an environment must, to the maximum degree possible, be based on **end-to-end solutions, structured data and optimum utilization of internationally recognized code sets**, both financial and commercial/industrial. In this context, **data input** must be achieved **once only** at, or as close as possible to, the source of the information, and be subject to human intervention only where original inputs require exception management. **JLGC's systems must be fully parameterized and rule-driven** to minimize on-the-spot decision making and associated margin for error. Hand-off from feeder and to downstream, systems must also be automated through **appropriate, secure communications media** to insure transmitted data are authentic and cannot be tampered with.

4.0 Business Process Model

To assist respondents with gaining an understanding of the operational requirements of JLGC, such requirements have been modeled in the accompanying diagrams (Appendix I). These are supported by natural language descriptions of Functions and Flows (Appendix II), as well as a Glossary of Terms (Appendix III). A preliminary inventory of parameters and code sets is also enclosed (Appendix IV). The Model was developed using the Structured Analysis and Design Technique (SADT), also known as IDEF0¹. The SADT/IDEF0 methodology was originally constructed at the Massachusetts Institute of Technology (MIT) and has found wide application in Communications, Aerospace, Banking, Manufacturing and other endeavors which require the exposition of complex systems.

SADT/IDEF0 models are not flowcharts. Rather, they depict and describe process in terms of the interaction between function, flows, applicable rules/controls and resources. In essence, Input is transformed into Output under Controlled conditions, assisted by Resources (or Mechanisms).

In the accompanying diagrams, functions (activities) are depicted by numbered boxes. Flows are denoted by arrows. In fact, SADT/IDEF0 diagrams are also known as "box and arrow diagrams." Where main function has been decomposed into two or more sub-functions, the subsidiary diagram(s) references the main diagram by way of subsidiary numbering. Input, control information, outputs, and resources are lettered 'I', 'C', 'O', and 'R' respectively.

¹ IDEF0/SADT Business Process and Enterprise Modeling, David A. Marca and Clement L. McGowan, Publ. 1993, Eclectic Solutions Corporation.

As Communication and Message Handling issues and routines are not specific to JLGC these system components have only been identified at a high level for respondent inclusion and comment On the other hand transaction processing including Risk Management and Accounting/Billing issues are more JLGC specific and the Model therefore reflects drilling down to further levels of detail

5 0 Summary

We trust that the foregoing outline and the accompanying enclosures provide you with sufficient information to provide the Corporation with a meaningful response to this Request for Information

In view of the impending travel schedule of our external consultant we look forward to receiving your response by a deadline of September 21, 1999

Yours truly,

JORDAN LOAN GUARANTEE CORPORATION

Encl Appendices I II, III and IV

Letter to be addressed to

Mr Ramy S Nahhas
Managing Partner
BANKWARE
Abd Ghosheh St , Essawi Bldg , 3/f
P O Box 841082
Amman 11184

Mr Marwan Hamdan
General Manager
Delta Informatics
Abu Al-Haj Commercial Complex, 7/f
Jordan University St
P O Box 629
Amman 11953

Mr Abdul Aziz Shaheen
Operations Manager
Business Soft Co
Akarku Complex, 7/f
Al-Abdali
P O Box 212909
Amman 11121

c c (without enclosures)
Mr Samer Abu Monshar
Oracle Financials Product Manager
Abu Al-Haj Commercial Complex 6/f
Jordan University St
P O Box 414
Amman 11953



ARAB TURNKEY SYSTEMS

Date 16/09/1999
Ref# 99/09/ATS12/66

الشركة العربية للنظم المتكاملة
رسالة وارادة
16/09/99
التاريخ
8000
الرقم

Jordan Loan Guarantee Corp Ltd
Kalboneh Center
Prince Moh'd St
Jabal Amman

Dear Sirs,,

This is to highly appreciate your kind visit to our premises and your interest in the Arab Turnkey Systems (ATS) Company After our review to the Request of Information documents received from you, we regret to inform you that we are unable to contribute in this project

Please find attached all the documents received from you

Thanking you,,

General Manager

- TA/ Thr
- Copy to file
- Copy to General file

الشركة الأردنية لخدمات البترول

رسالة واردة

٩٩ / ٩ / ٢٢

التاريخ

٨٠٠٠

الرقم

Fax

Attn

Fax. 4613032

Pages. 1

Subject

Date: 21 September 1999

Ref BSC/AS/416-99

GG

☐ Urgent ☐ For Review ☐ Please Comment ☐ Please Reply ☐ Please Recycle

Looking for more cooperation between us in the near future

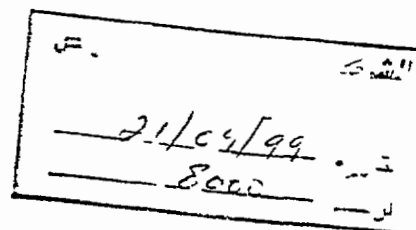
Thanks and Best Regards

Abdul Aziz Shaheen
Operation Manager

السيد محمد جبار
السيد اسد

September 21st, 1999**BANKWARE**

2000 Aware



Messrs

Jordan Loan Guarantee Corp Ltd

Jabal Amman, Prince Moh'd st

Kalbouneh center

P O Box 830703

Amman 11183, Jordan

Dear Sirs,

Following our correspondence and according to your request for information on our product, We hereby supply you with a detailed Information offer

Our commitment to deliver a fully integrated and highly reliable system, is one of the most important goals in the Software industry And being one of the few Software Houses that are specialized and focused on the financial sector in the region gives our customers the leverage of staying ahead in the automation process of their businesses

While we look forward for a fruitful cooperation, we faithfully remain at your service for any clarification using any media you prefer to contact us through telephone fax or e-mail

Best Regards,

Handwritten signature of Ramy S. Nahhas.

Ramy S. Nahhas

Tel -062-6-5825483 4

Fax -062-6-5825480

e-mail bw@nets.com.jo

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السارح ٢١ ايلول ، ١٩٩٩
اسارتا رقم ك/٢٠٣/٩٩

السادة الشركة الاردنية لصمان القروض المحرمين
عمال - الاردن

الموضوع عرض نظام ORACLE-RDBMS الحاص بعتاء شركة Bankware
رقم 8004/14/09/99

بحه طة وبعد ،

عد مكت اليسة والكميوتر بنقدم نظام فواع المعلومات ولعه الحل الرابع ORACLE الميس بعرض
مك الهندسة والكموير ، والمقم الى شركة Bankware

راحي اعتر هذا التعد مائة سوكيل لشركه Bankware باعتماد عرضا المذكور لنظام ORACLE
كحراء مم لعرضد للاحيه

وبفصلوا بقول فائق الاحترام ،،،

CEB
COMPUTER & ENGINEERING BUREAU

هه المحالي

مديرة دائرة ميعاب وخدمات تقنيات اوراكل

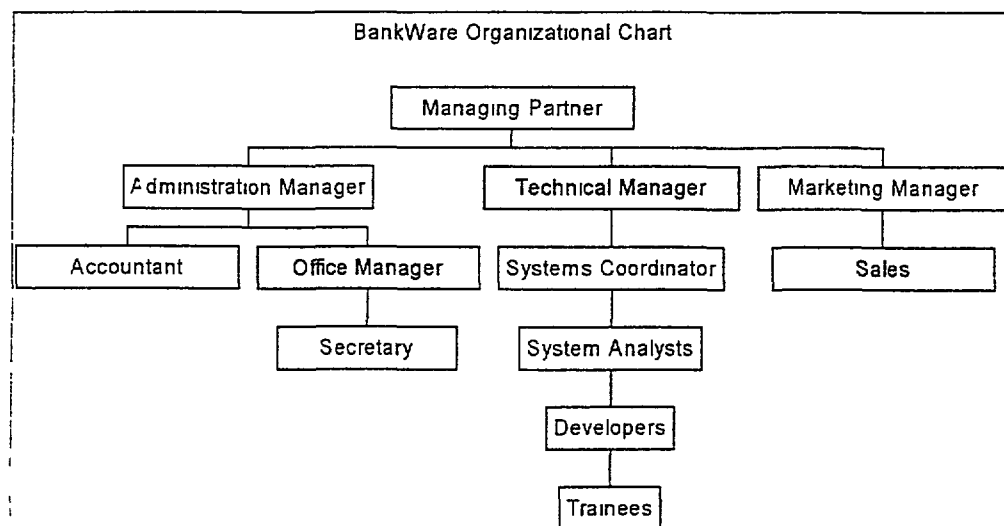
Introduction

BANKWARE was established in July 1997, following a focused joint venture between *Turnkey Systems*-Lebanon* and *Computer and Research Consultants**-Jordan*, as a Jordanian company headquartered in Amman and operating in the Middle East. As such, BANKWARE is the only Arab Company specialized purely in banks and financial institutions' automation independent of any hardware platforms or special products.

BANKWARE employs 10 IT specialists and financial proficient personnel, with focus on banking technologies. Our services range from computerization consultancy and IT strategy development for Banks and Financial houses, consultancy in communications, networking and other hardware configurations and sizing to connectivity consultancy services with ready-made packages and facilities.

Our list of customers includes Banks and Micro-finance institutions in Jordan, Lebanon, Cyprus, Palestine and Yemen, and varies between medium to small institutions. Our experience in Micro-finance MIS systems relies heavily on the globality acquired through the automation of banks in the region and related varying functionality.

Our mission is to provide a complete modular solution tailored to each customer's needs, within an accurate project plan and timely efficient implementation. Accordingly we provide our customers with a project plan and involvement requirements after a careful study, that we conduct with the strict guidance of the institution's management and IT planning department. This study draws the *JLGC* milestones and guidelines for both tailoring and implementation phases, and details responsibilities that are to be handled by each party.



Products Basic Features

Micro2000 is the newest of our products, built on a multi-region, multi-branch, multi-department and multi-currency general ledger, it provides the flexibility and accuracy in transaction handling and reporting production

JLGC's final product is to be based on Micro2000, with tailored modifications, which will minimize the time needed to build new integrated modules from scratch

Micro2000 features advanced and flexible components that place the package as an edge competing solution, and that include

- Security enhanced
- Multi-region, Multi-branch, Multi-department
- Multi-currency
- Flexible General Ledger definition
- Bi-Lingual Interface
- Parameter driven
- Workflow and schedule management
- Controlled and secure messaging
- Consistent and fail-safe environment

Security enhanced product

Micro2000 is protected by a robust security system, controlling the logging and users access levels

Every user's environment is identified by the security access he/she is related to. Thus the user's environment will adopt different accessibility shapes that are defined by system administrators and/or institution's regulations. By logging into the system your specific setup, defined by direct menu access, will fall within system standards, thus facilitating easy navigation through out different tasks.

The logging procedure is primarily a security procedure that ensures that a valid user is accessing the system. Log in is also a means of telling the system where the user's workstation is located as to assure its uniqueness over the network.

Levels of access are defined for groups of users to ensure that the right person can do the right job with utmost focus, since the products that are not within his profile are not accessible.

Multi-Branch accesses

Micro2000 is designed through the network setup to work in a distributed multi-branch access. Branches in this manner could serve as outlets for other branches' transactions. Even though the parameterization is treated as institution-wide entity, every branch data is kept on its own server for better performance.

As a policy the institution must have a **pool** that all the branches can access in case of a network failure. This setup helps in the case of ATM support for online real-time balancing, where any non-successful networked transaction is kept pending until the line is up and running again with direct influence to the **pool**.

Branches can be defined within regions to add the consolidation levels flexibility
Branches are allocated to report to a single related region, which will mirror their activities and produce corresponding reports

Branches can be subdivided into departments for cost tracking and more focused reporting
Different Business segments can be further allocated for a more detailed subdivision of a department

Multi-Currency accounting

Micro2000 supports transactions, balances and book balancing in all currencies
Many currencies can be defined as local with one currency for Head Office reporting
Foreign exchange transaction effects the currency position immediately within the branch and at the end of day at the head office
Accounts balances are maintained in their currency as well as any defined local currency (ies)

Flexible General Ledger definition

Micro2000 basic accounting structure depends on the flexible chart of account and a user-defined mask for multi-country accommodation
The chart of account can be given different masks according to country rules and regulations taking into consideration the Head office reporting and queries needs

Bi-lingual product

The interface language, English or Arabic, of Micro2000 is defined upon user logging and could be unified along one installation
Mixed languages field contents are available throughout the package for easy naming methodology
Reporting also supports bi-lingual printing, which is beneficial in customer statements' issuance, marketing fill-ups and vouchers printing

Parameter driven

Micro2000's common core parameter pool employs an advanced way without imposing any hard-coded structure
The definition of parameters is an institution-wide job that is distributed along the network for different branches
Parameters do control nevertheless, the package's behavior and cater to the needs of different institutions' setup while maintaining the integrity of the core engine and the flexibility of codification through different masks

Workflow and Schedule management

Micro2000 package management functions enable the facility to define financial and non-financial procedures. Financial workflow combines the setup and tracking procedures needed for completing a certain function. Monitoring is done, through reports and online, to identify if a process was initiated at the correct time and in the correct sequence.

Scheduled process can also be defined and a repeating pattern could be set for periodic initiation. Any non-initiated scheduled process or any user interventions to stop or delay the process are reported through a detailed schedule log and alert messages.

Controlled and secure messaging

Micro2000 has an open architecture messaging system controlling the interface between native modules and any external or plug-in modules.

Messaging controls the inflow and outflow of data between different modules. A message log is maintained for further reporting and queries.

Secured messaging is maintained over network by using router encryption modules. Plug-in or external modules are linked through a message gateway interface that is responsible for handling transmission of outgoing messages and reception of incoming messages and their proper translation.

Security programs could be used locally and over the network for maximum security using specialized products from *UTIMACO**** licensed by us.

Consistent and Fail-safe environment

Micro2000 interfaces through a consistent and easy to navigate menus and screens.

All modules have the on-line help feature, to assist in understanding the way a specific function works. Documentation is made available using HTML language links. Inputs support both mouse and keyboard.

Using Fourth Generation Language capabilities for data replication and mirroring, Micro2000 presents a fail-safe environment for inter-branch transactions and networked operations.

Micro2000 Software/Platform

Software

Micro2000 uses the latest in RDBMS technology -Fourth Generation Language
It runs under Client/Server distributed topology for both LAN and WAN setups

Server side

Oracle engine 8 x

Client Side

Oracle Developer

Connection using SQL*Net

Oracle Discoverer report writer (additional)

Platform

Micro2000 supports the following sever platforms

- ❑ NCR, AT&T, AIX, SCO and Linux UNIX OS
- ❑ Suggested for small setup use is Windows NT OS (Up to 25 concurrent users)

Hardware

Micro2000 minimum Hardware configuration requirements

Server side NT OS

Intel PII 400Mhz or equivalent processor (recommended dual processors)

512 MB memory

2x9GB HDD storage capacity

3COM 10/100Mbps or equivalent network adapter

DAT DDS3 12/24 backup media

SCSI CD media

Windows NT 4 x or higher

Client Side

Intel Celeron 450Mhz or equivalent processor

64MB memory

250MB of free HD space

3COM 10/100 Mbps or equivalent network adapter

Windows 98 with Arabic support

AGP 8Mb graphic adapter

Network

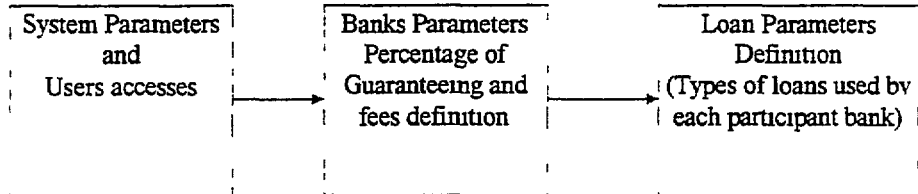
Micro2000 uses TCP/IP protocol to connect client to server and server to server for both LAN and WAN connections Minimum requirements for supporting Hardware

- ❑ **3COM 10/100 Mbps** 24 ports or equivalent Hub
- ❑ **Cat5** cables connection

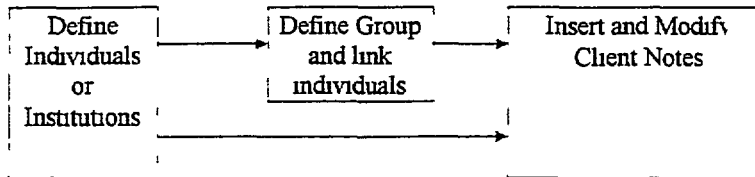
Package Processes flowchart

Processes flowchart

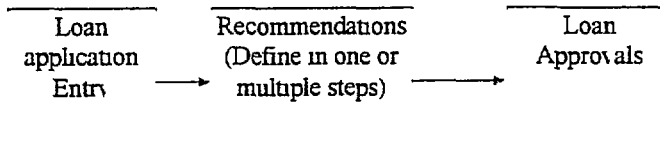
Parameters Definition Processes



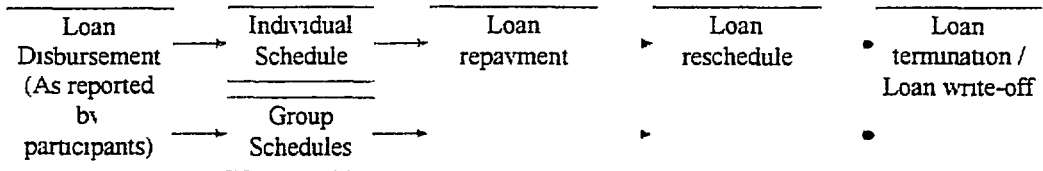
Clients Definition Processes



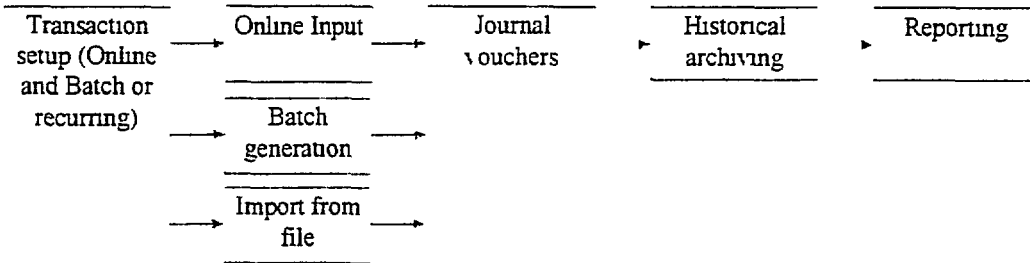
Loan application Processes



Loan operations and Processes



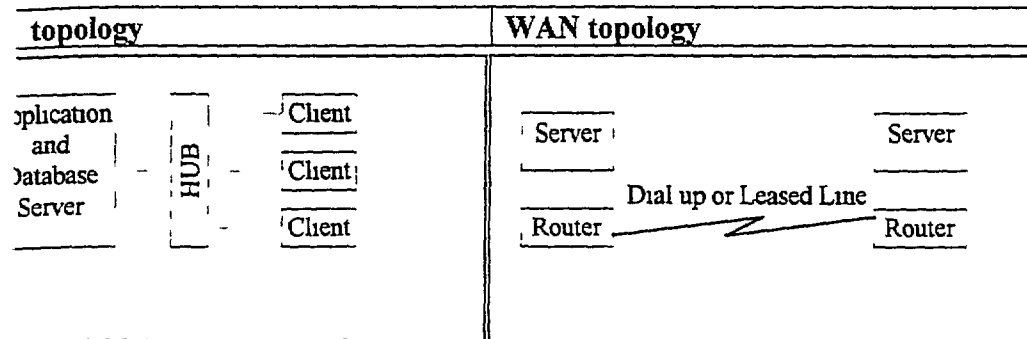
Financial Transaction Handling



Reporting Processes

System Reports (scheduled)	Graphics and statistical reporting (On demand)	MIS reporting	External reporting

working and messaging topology



Messaging and Communication

Workflow messages are built-in the system. They control the events you need to know about and carry on the action requested by you immediately. If you need a supervisor's intervention to create a new client, have the system send a message immediately and automatically to your supervisor for electronic approval. You can view your in-box and out-box watermarks change in real-time effect whenever you receive or send a message.



Are you interested in administering the users from your desk? Compose and Send control messages like "Immediate shutdown please log-off" with a click of a button, choose your target audience from currently logged in users.

Messages History Compose

Messages are kept in a log file for later-on retrieval. You can print a report with all the messages interchanged for one specific user or all users. Use this log as an audit trail for exceptions and supervised actions. Trace messages statuses online by checking your In/Out boxes.

Therefore the underlying Messaging system, provides an un-interruptible and continued flow of work between different users whether in the same or in a different department.

Financial Breakdown

Pricing

Module Objects

Micro2000 is structured into modules that can be bought separately at the institution's convenience. All modules (refer to module details above) are protected by a single entry point security system and comes bundled as follows

Core modules		
1	System Setup	8,000
2	Loans and Borrowers Handling	10,000
3	Data Templating (Link with external entities)	4,000
4	Accounts and Services	8,000
5	MIS and external Reporting	5,000
		\$ 35,000

Plug-in modules		
1	Payroll	5,000
2	Personnel	5,000
3	Fixed Assets	5,000
		\$ 15,000

Source Code

Source code is available at a rate of 65% of total purchased modules, under the conditions hereafter

- a) A copy of the source code will be lodged safely at *a bank of choice*, to be secured from any mishandling
- b) The source code will remain the sole property of BANKWARE. JLGC will have no right to sell Micro2000 in whole or in part for free or against any fees to any third party. Furthermore, JLGC will only have the run-time license for Micro2000 to operate in the countries/branches stipulated in the agreement/contract between JLGC and BANKWARE.
- c) JLGC will not have the right to change/modify/amend or add/delete any program/code from Micro2000 suites as long as the Package is under support and maintenance agreement with BANKWARE.

Documentation

The Online Help comes under the format of HTML files that can be viewed by any user running the client-side of Micro2000. Online Help details functionality from users' point of view and serves as User Guide to any topic.

Whereas the printed documentation will detail the following aspects of the Applications

- *Technical Guide (only if source code is purchased)*

- Application design
- File and record layout
- System management
- Error messages

- *Business Guide*

- Functional facilities
- System installation

- *User Guide*

- Application security
- User training
- User manual
- Error messages

Detailed Documentation Manuals are available in printed format for an additional fee of \$5,000.

Study, implementation and support expenses

On-site Study and Implementation** fees will be based on the actual time required, whether at *JLGC* premises or at concerned banks, and in accordance with our normal daily rates. Off-site fees apply on phone and e-mail support that can be offered after implementation and warranty expires in case no maintenance is activated.

- | | |
|------------|--------------|
| • On-site | \$ 150 / day |
| • Off-site | \$ 30 / hour |

** Refer to Action Plan below for estimated period

Warranty and Maintenance

The package warranty is activated the first day after parallel run. It will cover for six full months any bug fixing or release upgrade of Micro2000. Any new requests for reports that could be generated from existing data are also not chargeable.

Maintenance contracts will cover also bug fixing problem as well as new requests or modules modifications. The contract is to be at a rate of 13% from the original agreement contract. New versions of Micro2000 are available for 40% of original value.

Warranty and Maintenance cover expenses of workmanship, per-diems and accommodations, but do not cover any travel nor transportation expenses.

Deliverables

Modules will be delivered ready for installation following the submission of a discussed detailed plan of action, the plan will depend on the modules selected and will have the following:

- Global time frame of 8-10 weeks from date of agreement if only core modules are requested
- Global time frame of 12-16 weeks from date of agreement if Plug-in modules are also requested

Terms and Conditions

It's understood that BANKWARE is only licensing the product and not selling it. Therefore, JLGC is responsible to implement the package in only licensed sites and for its own use. The Package is not to be used by participating banks for any internal automation.

Tax and any type of charges or fees that are related to signing the agreement are to be added on the total contract amount.

Payments are to be made following the below brackets:

- 40 % from date of agreement
- 40 % upon approving the final product
- 20 % after the warranty period ends

Action Plan

Implementation Period

The implementation of Micro2000 in *JLGC* has to pass through several stages before the final online run. These stages' estimated time frames are as follows:

Task Description	Duration	Start	End	Responsible
Study of requirements	2-3 weeks	-	-	BW- <i>JLGC</i>
Conversion setup	2 weeks	-	-	BW- <i>JLGC</i>
Tailoring and modifications	16 weeks	-	-	BW
Implementation and parallel run	4 weeks	-	-	<i>JLGC</i> -BW
Up and running System				<i>JLGC</i> -BW

Resources required from *JLGC*

Since automating the business needs some inside knowledge of the internal workflow, it is a requirement to have the following full-time resources allocated by *JLGC* during the study of requirements and implementation phases:

- One computer technical personnel
- One global operations personnel

BANKWARE's Team members

BANKWARE will allocate the following resources to the automation project of *JLGC*:

Name	Involvement	Position/Responsibilities
Nabil Boulos	As need be	Consultant Project Deliverables
Bashar Sinno	2 weeks	Consultant Hardware + Networking + Conceptualization
Ramy Nahhas	Study + implementation	Project Manager Design + Quality Assurance
Osamah Taha	Full-period	Analyst <i>JLGC</i> / BANKWARE Coordinator
Ayman Al Sayyed	3 weeks	Analyst/Programmer Oracle Conversion and Data structure
Bassem Mansour	Full-period	Programmer/Analyst Implementation + User Support + Documentation
Munther Hassouneh	2 months	Programmer Modifications development

Oracle Support

JLGC has the choice of purchasing the **Oracle** licenses and tools from local **Oracle** dealers, or from **BANKWARE**. Accordingly, the local **Oracle** support is to be as per the terms and conditions of the purchase agreement. However, **BANKWARE** will also secure from **Oracle** Regional Office in Dubai a confirmation as to the commitment and quality of the support given. Please note that you should refer to the unified detailed offer presented by **CEB -RDBMS** offer-, as you'll find attached a letter from them confirming the unification of our prices and specifications for **Oracle RDBMS**.

Hardware Support

JLGC has the choice of purchasing all of its hardware from a local dealer or from our partners. In both cases our Hardware consultant for sizing, networking and other technical issues can supply consultancy. Technical consultancy is a separate job that will be priced according to the level of support needed. This support is local and will not incur any travel or accommodation expenses.

*Turnkey Systems / Lebanon

Profile

Turnkey Systems was founded in 1985 by Bashar Sinno, a BSc in computer Sciences. Dedicated for all Software development within financial and commercial sectors the company supported a multitude of packages namely for

- Banking automation
- Hotel Management
- Factory management
- Drugstores automation
- Distribution companies automation
- Insurance brokerage

This variety of expertise was concentrated towards tailored packages and not of the shelf

Using RM-COBOL was relevant till 1992 when the company adopted a new strategy to face the information age. Fourth Generation languages use was the first milestone on the company's agenda. Having a wide customer base among banks, (8 banks in Lebanon), this idea was most suitable for the Banking package renovation.

The package was implemented in two banks before deciding to expand geographically outside Lebanon. Jordan was a good start with the adoption of the Business Bank to the banking automation package.

Today Turnkey Systems, represented by its founder, is an active partner in BANKWARE as the technology-consulting arm.

Customers

Turnkey Systems wide customer base ranges between banking, hostelry and industrial sectors. With over 8 banks and 3 factories their products are used by over 5000 users all over Lebanon.

****Computer and Research Consultants / Amman and the Gulf**

Profile

Computer and Research Consultants was founded in 1979 by Dr Nabil Boulos, a Phd in computer Science

Having multi-offices in the region, and represented by its founder as a partner, Computer and Research Consultants act as the strong marketing arm for BANKWARE

The main activities of CRC include

- Consultancy
- Solution Provider
- Strategy and Market Study analysis
- Software development
- Insurance and Re-insurance support

Customers

The customers of CRC are spread among the Gulf and Middle East countries, and are concentrated to be of financial and industrial aspect

***UTIMACO / Europe

Profile

Utimaco Safeware AG group, a European company with its headquarters in Oberursel, Germany, is the leading vendor of data security products and services for PC's and PC networks in the world

Founded as uti-maco Software GmbH in 1983, Utimaco Safeware AG currently runs 3 R&D centers in Munich Germany, Linz Austria and Leuven Belgium and Sales Organizations operating from Germany, The Netherlands, Norway, Belgium, France, Switzerland, the UK and the USA apart from a substantial # of independent distributors. A substantial part of future growth shall result from international markets. To achieve this goal, high investments are to defend and increase the leading market position.

Utimaco is focused on access security for PC's and PC networks and is expanding into a new field communication security, including the Internet and Intranets, e-commerce and Digital Signature solutions. There is a more than promising growth potential in the communication security sector, especially conjunction with smart cards.

Customers

Utimaco's customers are in the public sector, the financial industry and other large organizations.

Our customers

Jordan National Bank p l c

Product *Bank2000 v1 7*

Branches implemented

- ☐ Jordan (50)
- ☐ Lebanon (5)
- ☐ Cyprus (2)

Contact Person

Mr Rashid Daoudi / AGM for operations and Technology
Head-Office
Jabal Amman 3rd Circle

Cooperative Housing Foundation - Jordan

Product *Micro2000 v1 0*

Branches Implemented

- ☐ Amman
- ☐ Aqaba
- ☐ Maan
- ☐ Tafilah
- ☐ Wadi Mousa

Contact Person

Mr Rafael Jaba / Program Director – Jordan
Head Office
Abdoun

Cairo Amman Bank – Islamic branches

Product *COBOL islamic banking*

Branches Implemented

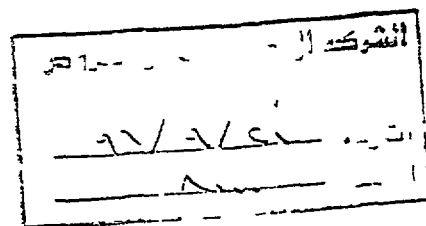
- ☐ Al-Khalil
- ☐ Ghaza
- ☐ Nablos

Contact Person

Mr Salim Armali / AGM for operations
Head-Office
Wadi Saqra



Delta Informatics دلتا للحاسبات



Date . 21/9/ 1999
Ref no. O/50/99

TO Jordan Loans Guarantee Co
From Delta Informatics

E Mail delta@index.com.jo


Dear Sir,

With reference to your request, we Delta Informatics, have the pleasure to submit to your attention our proposal for software applications, Oracle RDBMS and Hardware systems with networks and communication devices

If you have any inquiry, or require any further clarification, do not hesitate to contact us

Best Regards

Marwan Hamdan


General Manager

الاربع ٢١ المزل ، ١٩٩٩
اسارتا رقم ك/٥ ٩٩/٤٢

السادة الشركة الاردنية لصناعات القروض المحترمين
عمان - الاردن

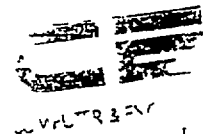
الموضوع عرض نظام ORACLE-RDBMS الحاص بعطاء شركة Delta Informatics
رقم 8004/14/09/99

تحية طيبة وبعد ،

بعد مكتب الهندسة والكسوت بتقديم نظام فراع المعلومات ولعة الحيل الرابع ORACLE الممنوع عرض
مكتب الهندسة والكسوت والمقدم الى شركة Delta Informatics

راحت اعتر هذا اتعد بمناه توكيل لشركة Delta Informatics باعتماد عرضها المكور لنظام
ORACLE كحرف متمم لعرضهم للاجهزة

وبفضلوا بقول فائق الاحرام ،،،



هه المحالي

مديرة دائرة مبيعات وخدمات تقنيات اوراكل

SOFTWARE

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1. OBJECTIVES·

The objectives of the project are

To develop and implement the JLGCs applications to automate its existing operation and the future needs

To fulfill the JLGC requirements, the proposed services will accomplish the following functions

- 1) Domestic Loan Guarantees (DLGs)
- 2) Export Credit Guarantees (ECGs)
- 3) Post Shipment Guarantees (PSG)
- 4) Accounting System
- 5) Payroll and Personnel System
- 6) Incoming and Outgoing System

The systems we propose are designed using a special architecture, which provides total system integration and divides the modules according to nature of use

2 SOFTWARE SYSTEMS

2.1 DELIVERABLES

The software system and documentation will include the following main components

- Software
- Documentation
- Implementation, Initial Entry, and Validation
- Training
- Support

2.1.1 Software

A fully integrated computer software system will be designed using Designer 2000 covers the system modules developed by oracle developer 2000 latest announced version to accommodate the information processing requirements of JLGC

2.1.2 Documentation

A set of documents will be issued to fully cover the documentation requirements of the system User Manual-containing instructions for using the software running reports and calculation criteria's as needed

2.1.3 Implementation, Initial Entry, and Validation

The Implementation team will handle the software delivery and installation Test run and initial entry will be supervised due to the sensitive nature of this stage The validation needed for each program the DBA will joint the implementation team to assure the performance of the system

2.1.4 Training

Training for the users will be associated on each software module In principal it is expected that the operators will need extensive special training on the workings of each of the system modules The operators

selected to receive the training will be the expected direct technical staff responsible for the function that the particular module will support

Special Training for the administrators will be associated for administering the system modules

2 1 5 Support

Extensive support will be available to assure system performance to correct any bug may occur specially at the normal operation acceptance This support varies between answering inquiries using telephone calls letters, e-mail and site visits to resolve problems

Delivery of these elements will lead to high standards of performance and implementation and the value added will be even higher In addition, the framework for the documentation is comprehensive and the utilization of the documents for requirements of more managerial type and quality assurance aspects will be facilitated

2 2 SOFTWARE SPECIFICATIONS

2 2 1 Platform

The system will run on the following

Operating System	Unix or Windows NT Server/ Windows 95 Workstation
Database Server	ORACLE 8 x (latest announced release)
Client	ORACLE Developer 2000 (latest announced version)

2 2 2 Interface

A system is designed with the following interface specs

- **Windows Standard**
- **Graphics Based**
- **Multi- Document Interface (MDI)**
- **Color**
- **Event Menu Driven, User Friendly**

A standard menu for each module (**TREE MENU**) as Microsoft standard to run the programs linked with the security module to control the privileges of each program

- **TOOLBAR**

There is a single action **TOOLBAR** active through out the system which makes it easy for the user to manage his functions with minimal keystrokes or experience

- **ALERT**

Help and validation messages will appear through Alert function

- **LIST OF ITEMS**

Restricted Entry to a selection from list of items where applicable

- **LOV**

Restricted Entry to a selection from list of value where applicable

The Graphics User Event Driven Interface will be unified throughout the system and will be restricted to the above classes

2 2 3 Input/Output

- Accept Input and Modification
- Permit On-Line Inquiry
- Record Deletion (According to authority)
- Hard Reports

2 2 4 Entry Control

- Validation control of data where applicable
- Restricted Entry to a selection from list where applicable
- Help message (where needed)

2 2 5 Security

The security of access will be based on the authority as outlined in the JLGC management, the classes of the security will be

LOGIN Control

ORACLE Security

ORACLE RDBMS provides more than one level of assistance for software security

When a user is added to the ORACLE, this user can be assigned with a password and an ID To access the database, users must enter the correct pair of ID and password

The access permission to these areas can be administrated to users to allow

- Creation / Dropping tables (Files)
- Reading data
- Updating data
- Deleting data

These security measures will apply to both the application level and SQL level

SECURITY Module

Our standard security Module is designed to give anominated system administrator full control of the way the system is used within its organization The administrator can assign all user permissions set up user specific parameters and menu structures build his own codes and help messages this Module will be linked with each system Modules

2 2 6 Main Features

- Function oriented
- Unified Interface
- Multi-Document Interface
- Save/Cancel for each session
- Menu Driven
- Security
- Standards
- User Friendly
- Y2K Compliance

2 2 7 Traceability

The system will adhere to strict requirements of traceability. There will be complete traceability by logging details of changes and related information on who and when the changes were made.

2 2 8 Automatic Coding

The system will be designed to automatically generate codes for all items processed within the system as needed. The coding logic can be given by the client or dictated by system requirements.

3 INFORMATION SYSTEMS DESCRIPTION

The systems are built around business functions the proposed system is built and presented on a cross-link basis between information and functions based on the experience built on the JLGC experience with enhancement to achieve the JLGC requirement

The modules requested by the RFI will be covered in part implicitly by the system and can be made to operate each within its own independent module

The system should fulfill the following

3 1 DOMESTIC LOAN GUARANTEES

This Module will handle the domestic loan guarantees for the participants according to the JLGC conditions and financial criteria's (English Interface)

This Module will be used to define and maintain the following functions

- Participants Database to handle the full data of the participants
- Handling logs messages from the participants
- Financial Analysis for the participants with standard ratios
- Scoring system based on JLGC criteria's and condition
- Transactions for Successful participants
- Interests calculations for standard interest, delayed interest etc
- Issuing bills to the participants
- Payments Follow-up
- Posting daily transactions to accounting system
- Daily and monthly reports to handle daily and monthly transactions
- Statistical reports for the managerial work

3 2 EXPORT CREDIT GUARANTEES

This Module will handle Guarantees for the exporters, the follow up of each Exporter/Guarantees (English Interface)

This Module will be used to define and maintain the following functions

- Exporters Database to handle the full data of the participants
- Handling logs messages from the exporters
- Exporters Validation from the historical database and any other
Out side resources (Amman Financial Market , etc)
- Transaction validations based on JLGC conditions
- Transactions for Successful exporters
- Issuing bills to the exporters
- Payments Follow-up
- Follow-up of the exporters claims
- Posting daily transactions to accounting system
- Daily and monthly reports to handle daily and monthly transactions
- Statistical reports for the managerial work

3 3 POST SHIPMENT EXPORT CREDIT GUARANTEES

This Module will handle reinsurance Guarantees made by the exporters
(English Interface)

This Module will be used to define and maintain the following functions

- Reinsurance companies Database
- Follow-up financial relations between JLGC and the companies
- Claims Follow-up
- Payments follow-up

- Daily Transactions and validations according to the agreements between JLGC and the re-insurance companies
- Posting daily transactions to accounting system
- Daily and monthly reports to handle daily and monthly transactions
- Statistical reports for the managerial work

3 4 ACCOUNTING SYSTEM

This Module will handle general ledger, account payable and receivable all assets, liabilities, profit and loss accounts, daily transactions (Arabic Interface)

This Module will be used to define and maintain the following functions

وظائف النظام

* ادخال دليل الحسابات الخاصة بالشركة ومستويات الحسابات وتحديد نوع العملة للحساب

* ادخال معلومات العملاء

* ادخال انواع السدادات وتسلسلها

* يتابع النظام التقسيمات الادارية والمالية ضمن الشركة الواحدة بمفهوم الدوائر/ مراكز

التكلفة او الربح مساريح او ما سانه بالاصافة الى اصدار ميرانية موحدة على مستوى

المرسنة

* اعتماد مباح محاسبي مرر يمكن التعيل عليه من قبل المستخدم

* متاعة حسابات العملاء سواء الميرون والدائرون المتعاملين مع المؤسسة

* متابعة حسابات البنوك سواء بالعملة المحلية أو العملات الاحية

* متابعة حسابات الارباح والخسائر من ايرادات ومصاريف

* متابعة حسابات المتاحرة من مشتريات ومبيعات الح

* امكانه التعامل مع العملات الاحية حيث يتم حفظ ارصدة الحسابات بالعملتين المحلية

والاحية

* امكانية ادخال انواع مختلفة من المستندات المحاسبية (صرف، قص، قيد، صرف

تيك، قص تيك الح) والتدقيق الفوري على صحة المعلومات المدخلة

* الترحيل الفوري على الحسابات التي تاترت في العمليات المحاسبية

* امكانيه متابعة فترات محاسبية مختلفة ضمن السنة المالية

* امكانية ابقاء السنة المالية مفتوحة بعد اتيانها لحين تتي الارصدة واعلاقها فيما بعد

مع امكانية الاستمرار في استعمال النظام للسنة المالية التالية

* توفر عملة اعلاق آلية (اي كتلة فيود اقفال وافتاح) الية من النظام وتحدد

الارصدة الحامية والافتاحية للسنة التالية للحاسات آليا

* امكانية الاستعلام الفوري عن رصيد حساب

* امكانية ربط الانظمة ذات العلاقة مثل المستودعات والمعدات والمستريات والرواتب

مع نظام المحاسبة والرقابة الداخلية حيث يوفر حاصية الترحيل الآلى لفواتير البيع

والشراء وكذلك قيرو الرواتب والصرااب مرفرا" عملية الاتصال ليد الحركات في هذه

الانظمة

كتبفات النظام

- * كتف ءءول الحسابات على مءءلف المسءوءاء
- * كتف الحسابات حسب الءاءرة
- * كتف الءركات الءوءمة حسب رقم المسءء
- * كتف الءركات الءوءمة حسب رقم الحساب
- * كتف الءركات الءاءرءفة (المرءلة) حسب رقم المسءء
- * كسف الءركات الءاءرءفة (المرءلة) حسب رقم الحساب
- * كتف حساب ءفصلى / لءساب / عءة حساباء
- * كسف حساب اءمالى
- * كئف مفران المراءعة الشءرى لعة مسءوءاء اءمالى/ ءفصلى حسب الطلب
- * كتف الارباء والءسابر
- * كسف المراءفة العمومفة
- * كتف العملاء الاءءى
- * كسف العملاء الءفن ءعءوا ءء الءسفل
- * كتف اءمار الءور
- * كتف حساب عمل
- * كسف الءفءاء الففة

مسابقات الاستعلام

* الاستعلام عن معلومات حساب

* الاستعلام الفوري عن رصيد حساب

* الاستعلام عن حركات حساب ضمن فترة

* الاستعلام عن ارصدة مجموعة حسابات

برامج التحديث

* ترحيل الحركات اليومية الى الملف التاريخي

* برامج الاعلاق السوي

* تدوير الارصدة السوية

3 5 PAYROLL AND PERSONNEL

This Module will handle the personnel database, the employees basic information, family data, vacations, ,etc

The payroll Module will handle salaries, allowances, deductions social security, taxes, medical insurance, ,etc

This Module will be used to define and maintain the following functions

وظائف النظام

- يمكن تقسيم النظام حسب وظائفه الى عدة ابطمة Modules تعمل مرتبطه مع بعضها كما

الى

1- تسوون الموظفين

* متابعة المعلومات الاساسية والمفصله للموظف والتعيرات التي تطرا عليها

* متاعه معلومات الموظف الشحصية

* متابعة المعلومات المختلفة لتسوون الموظف مثل

- المؤهلات العلمية (نوع المؤهل ،التخصص ، التقرير ، الحج)

- الحرات العملية (نوع الحرة ، الوظيفة ، طيعة الوظيفة ، الحج)

- الطاقات والوثائق الشحصيه (نوع الطاقة، رقم الطاقة، مكان الاصدار ، الحج)

- سورات الموظفين (نوع السورة ، مدة السورة ، مكان انعقاد الدورة ، الحج)

- الكتب الالارية (نوع الكتاب، رقم الكتاب، مريحة من، مؤصرع الكتاب، الحج)

- الاحراءات التالية

* متابعة احوال الموظفين لمختلف انواعها مع وجود تحديث فوري لارصدة الاحارال

وتدوير الارصدة سوي ، وتجاوز رصيد الاحارال

* متابعة معادرات الموظفين مع امكانية تجميع المعادرات بحيث تحصم من رصيد

الاحارال

* متابعة عيالت الموظفين وتسجيل اسباب التعب عن الدوام

* ادخال معلومات الاشتراك بالصمان الاجتماعي (اشتراكات ، اعادة الاشتراك ،

اعفاء اقطاع)

* تسجيل معلومات ابقاء خدمات الموظفين ومتابعة (المكافاة والترفيه والنفاذ /

الصمان الح)

ب - الرواتب

* متابعة معلومات الرواتب الاساسية للموظفين والريادات السوية والترفع

وعمل الراتب

* متاعه العلاو والاقطاعات بمختلف انواعها وتحديثها تعا للمتغيرات

وتعديل الراتب

* متابعة الاقطاعات الخاصة بامسراك الموظف في صوق الاحار ، الوفاء

* احساب العمل الاصافي خلال ايام العمل والجمع والاعفاء الرسمية تعا لنظام

الشركة الداخلي

* متاعه المكافاة السوية والامساح تعا لقرارات الادارية

* متعة معلومات الحاصة بالاعفاءات الصربية الحاصة بالموظفين (ايجار سكن

، معالين ، الح

* احتساب روات شهر 13 ، 14 الح

* احتساب صرية الدخل والصمان الاحتماعى

* احتساب روات موظفى الشركة بما فيها من علاوات واقتطاعات واصدار قسائم

الرووات الحاصة بها

* متعة الرووات المحولة الى الوك

تقارير الطام

ا- شؤون الموظفين

* كتف عام بموظفى الشركة حسب الرقم

* كتف بالموظفين حسب الدائرة / القسم

* كتف بالموظفين حسب الحسيات

* كتف تفصلى معلومات موظف

* كتف افراد العائلة للموظف

* كتف احوال الموظفين

* كتف معارف الموظفين

* كتف العمر الاصافى للموظفين

- * كُتِفَ بدورات الموظفين
- * كُتِفَ بطاقات الموظفين
- * كُتِفَ بمؤهلات الموظفين
- * كُتِفَ بحرات الموظفين
- * كُتِفَ بالكُتُب الادارية الصادرة بحق الموظفين
- * كُتِفَ بالرياءات السوية
- * كُتِفَ العلاوات للموظفين
- * كُتِفَ الاقتطاعات للموظفين
- * كُتِفَ الموظفون المعينون في الشركة حسب تاريخ التعيين

ب - الرواتب

- * كُتِفَ الراتب التفصيلي للموظف
- * كُتِفَ الراتب الاحمالى والعلاوات والاقتطاعات للموظف
- * كُتِفَ الاعفاءات الصربية الخاصة بالموظفين
- * كُتِفَ بالموظفين حسب الراتب الاساسى والوظيفة وتاريخ التعيين
- * كُتِفَ حركات العمل الاضافى
- * كُتِفَ الصرعة السري
- * كُتِفَ الاشتراك بالصمان الاجتماعى
- * كُتِفَ قُمة الراتب للموظف

* كتف تعويضات نهاية الخدمة

* كتف احمالى الرواتب المحولة الى البنوك

* كتف تحويل الرواتب حسب البنك

مسابقات الاستعلام

أ- شؤون الموظفين

* الاستعلام عن معلومات الموظف الاساسية

* الاستعلام عن افراد عائلة موظف

* الاستعلام عن علاوات موظف

* الاستعلام عن اقتطاعات موظف

* الاستعلام عن احوالات الموظف

* الاستعلام عن معادرات الموظف

* الاستعلام عن اصابات العمل للموظف

* الاستعلام عن دوام موظف

ب - الرواتب

* الاستعلام عن احمالى الراتب والاقتطاعات والعلاوات حسب امرطف

* الاستعلام عن الراتب التفصلى للموظف حسب التميز

* ترحيل معلومات استحقاقات الموظفين وبهاية الخدمة الى نظام المحاسبة العامة

* ترحيل خلاصة الرواتب الى نظام المحاسبة العامة وكذلك ترحيل اقتطاعات

الصمان والصيرية الى المحاسبة العامة

3 6 INCOMING AND OUTGOING

This Module will handle the incoming/ outgoing letters and the follow-up transactions of each letters

This Module will be used to define and maintain the following functions

وظائف النظام

* متاعة المراسلات الصادرة من الشركة

* متاعة المراسلات الواردة الى الشركة

* متاعة تقسيم الحيات المتعامل معها الى قصاعات ومؤسسات

* متاعة تصيف الصادر والوارد حسب الحية

* متاعة تصيف المراسلات حسب الدوائر والاقسام المعنية

* متاعة تاريخ التكرير ونوع المتاعه للمراسلات

كتوفات الطام

- « كنف المراسلات الصادرة الومي
- « كنف المراسلات الواردة الومي
- « كنف الفطاعات والموسسات المتعامل معيا
- « كنف المراسلات الصادرة / الواردة حسب الحية
- « كنف المتانة للصادر والوارد
- « كنف تاريخ التكرير للمراسلات الواردة حتى تاريخ

ساسات الاسعلام

- « الاسعلام عن كات صادر
- « الاسعلام عن كات وارد

4 PROJECT PLAN

The project will be divided into two parts based on the nature of the systems

This plan may be modified according to the system hierarchy as expected from the design or may be changed according to JLGC needs

The JLGC's Technical Staff may join our team all over the project to assure the functionality and to transfer technical Know-how to JLGC staff (if applicable)

PART I Delta's Ready Packages

- Accounting System
- Payroll and Personnel System
- Incoming and Outgoing System

PART II Tailor made Packages

- Domestic Loan Guarantees
- Export Credit Guarantees
- Post Shipment Export Credit Guarantees

The proposed plan will be as follows

- For Part I systems

- A demonstration will be held to the JLGC staff
- Any additional functions or modifications will be negotiated with our staff and will be documented to be the reference of your acceptance
- Additional and modified functions will be developed by our development staff
- Initial Implementation for the whole system will be made to assure the functionality of the system functions

- Initial Acceptance will be made from your side to test the whole system
- Any bugs that may occurred will be fixed by our staff
- Final acceptance will be made after final test from JLGC staff

- For **Part II** systems

This part will be divided into phases, the proposed phases will be as follows

4 1 STUDY AND ANALYSIS

The study and analysis will be undertaken by the Analysts team with technical expertise in the field of operation and business processes, the technical study will cover the following

- The Analysts team will pay visits to your sites to get a direct study of the Operation Process
- A site survey and data collection will be performed to cover all functions and activities
- Meetings with the administrators of the different fields to identify each process from the administrators' point of view the expected targets the managerial reports and statistical issues
- Meetings with some users to identify the problems they encounter based on their experience in the existing systems
- Studying the existing systems in detail, Processes Functions Integration Security Database Structure, Tables to be considered as a reference

4 2 DESIGN

Based on the study and analysis phase the design team with the analysts team will handle the design of System Modules using Oracle Designer /2000 as follows

- A Detailed Design Document (DDD) will be prepared for each module contains the following

- * **General Standards**

- Standard Interface

- TREE MENU
 - TOOLBAR
 - TABS FUNCTIONS

- Reports

- Standard class
 - Standard layout
 - Standard fonts for Arabic reports
 - Standard fonts for English reports
 - Text reports and graphics report

- Security Module

- Calculation Criteria

- Stored Procedures Layout
 - Messages

- * **For each Module**

- Module Functions
 - Entities and Entity Relationship
 - Tables
 - Data Entry Forms
 - Query Forms
 - Reports
 - Calculation Criteria as needed
 - Integration with other Modules if needed (On-line Integration or Data

transfer)

- The **DDD** will be studied, revised and confirmed by your representatives, comments, missed functions, and modifications may be requested will be negotiated with the design team
- A **Revised Detailed Design Document (RDDD)** handle the modifications of **DDD** as agreed between the design team and your representatives will be confirmed and signed from your side
- Design, development, testing and implementation of each Module will follow your approval of the **RDDD**

4 3 DEVELOPMENT

The code will be written using the latest tools of graphical interface development. The programs will be made in full compatibility with open database connectivity platforms and will be built on client/ server basis

The **Oracle Developer 2000** will be adopted as the development platform for the front-end

The latest announced **ORACLE database engine** will be adopted as the server platform

Development will follow the **RDDD** without any modifications

4 4 IMPLEMENTATION

The implementation will be handled by Implementation team (X_Programers)

The Major Tasks for the Implementation Team is

- Installation Database structure
- Defining users
- TableSpace Handling
- Installation of Modules
- Test Run
- Initial Implementation and Validation

- Supervising Normal Implementation
- Fixing bugs

4 4 1 Test Run

A test run will be adopted to run the Modules jointly between your representatives and the implementation Team

JLGC users during the test run stage will enter a sample of real data for each Module Reports will be tested based on these data

Real data will be as sample record covers all the functions needed for each Module for testing purposes only

Correction any 'bug' arising from any fault on the part of development will be handled during this stage

A bug is defined as any function of the module, which is not operating in

Accordance with the specifications and system procedures contained in (RDDD) accepted by you

4 4 2 Initial Implementation

The first stages of implementation will be very sensitive to client needs and will ensure adaptability of the system This stage will be supervised extensively by the implementation team to ensure running the system perfectly

A user's training will be held site for the users' responsible to run the system during the initial implementation stage

4 4 3 Normal Operation

After a successful completion of the initial implementation the normal operation will be started under supervision of the our staff

Support will be available to assure system performance to correct any bug may occur at site For Inquiry purposes, telephone calls letters and e-mail will be helpful

4 4 4 Warranty and Maintenance

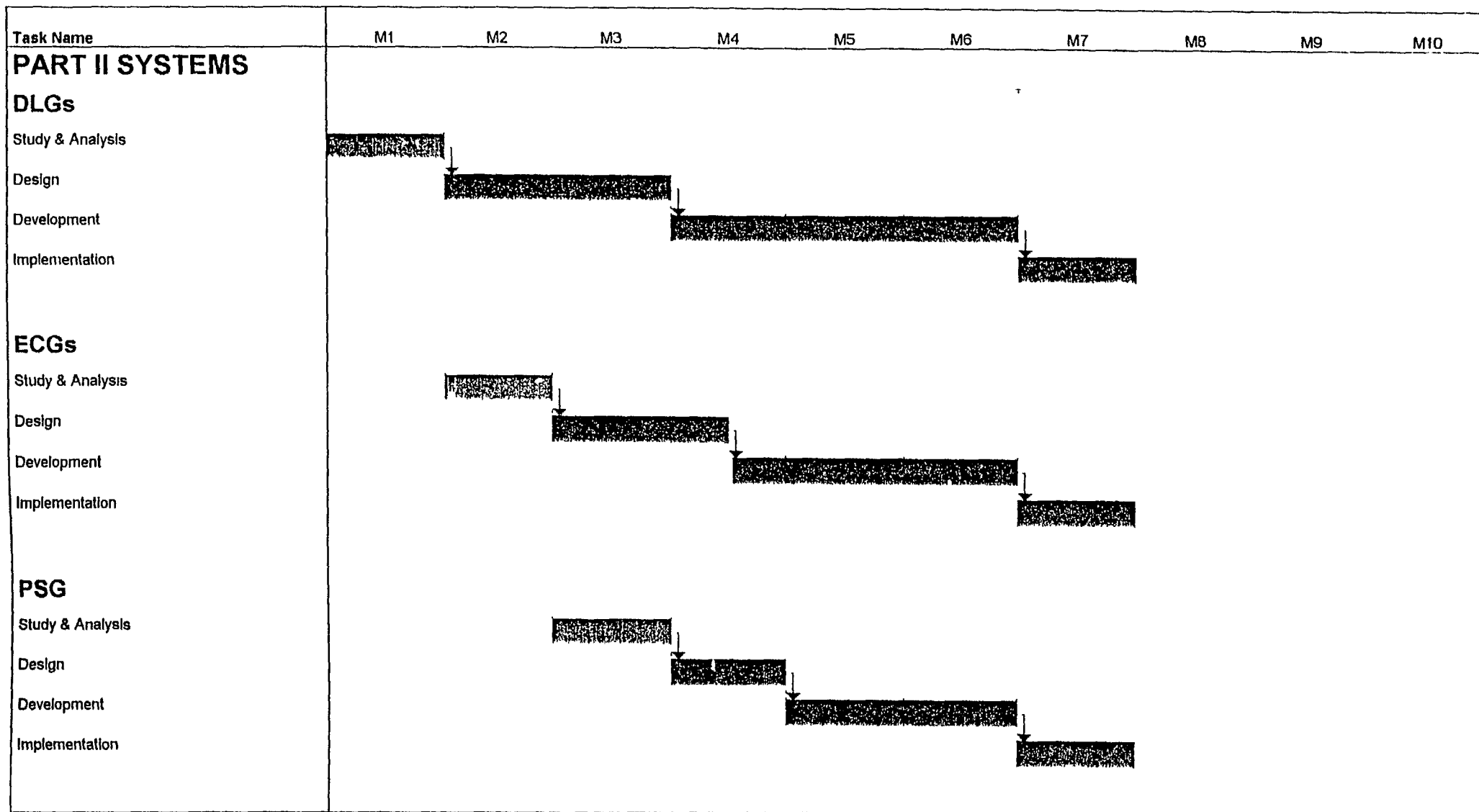
System is warranted against malfunction free of charge for a period of one calendar year from the date of normal operation acceptance through this period the implementation team will be responsible for running the yearly procedures successfully upon your request

Warranty period will cover the following issues

- Assuring system running and performance
- Correction any 'bug' arising from any fault on the part of development
A bug is defined as any function of the module which is not operating in Accordance with the specifications and system procedures contained in (RDDD) accepted by you
- Site visits to resolve problems on the system
- Answering user inquiry by telephone letters and e-mail
- The warranty period does not cover program modifications database modifications and additional reports or/and re-writing procedures accepted by JLGC after normal operation acceptance
- At the expire of the free maintenance period of the systems, You may choose to sign a maintenance agreement to maintain the system for the same services as described in the free warranty period

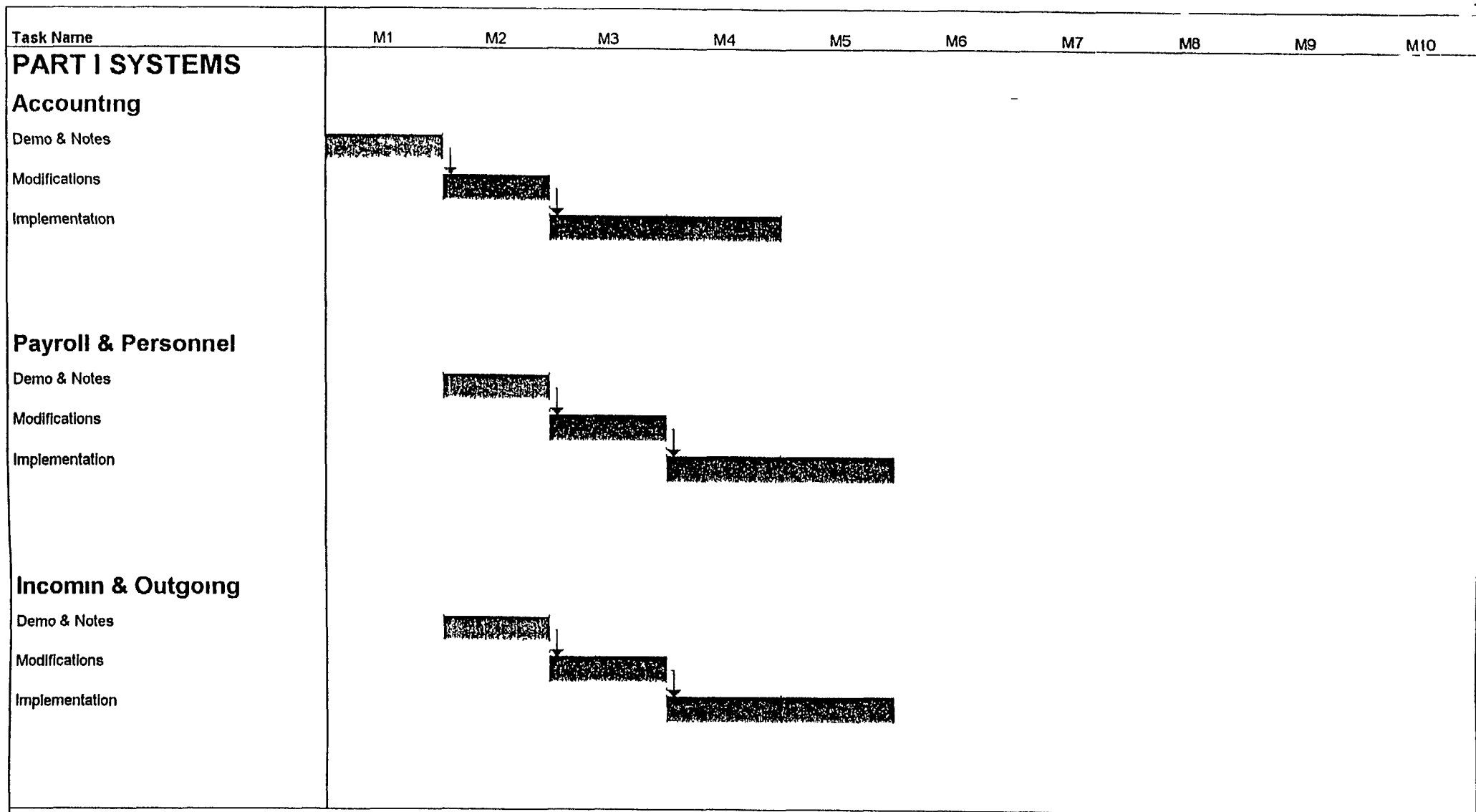
The annual maintenance rate will be 15% of the system value

521



5 TIME PLAN





5 TIME PLAN

6 FINANCIAL OFFER

6 1 FINANCIAL COST

- All prices in Jordanian Dinar
- The prices bellow covers all stages of the project, training, Warranty period and User's Guide Documentation

Demostic Loan Guarantees	6000
Export Credit Guarantees	6000
Post Shipment Export Credit Guarantees	4000
Accounting System	3500
Payroll and Personnel System	3000
Incoming and Outgoing Syste,	1500
Total	24000
Sales Tax 13%	3120
Net Total	27120

6 2 PAYMENT TERMS

30% of the total cost upon signing agreement

60% from part I systems cost upon final acceptance of these systems

25% from part II systems upon acceptance of the design and analysis

35% upon delivery of the systems and testing

10% of the total cost during one month of the final acceptance of the whole systems

6 3 VALIDITY

This proposal is valid for 60 days from submitting the proposal

7 REFERENCES

- Arab Bank
- Union Bank for Saving & Investment
- Jordan Phosphate Mines Company
 - Abyad Mine
 - Alhasa Mine
 - Jordan Fertilizer Factory
- Middle East Pharmaceutical Manufacturing Co
- The Jordan Cement Factories
- Universal Modern Industries Company
- Mid Contracting
- Bustami & Sahib (Nissan car Dealers)
- Lada Trading Co (Lada car Dealers)
- AL-Hajawi Trade (Suparu Car Dealer)
- Jordan Bata Company
- Technical Equipment Establishment
- Ramadan Urabi & Sons Co
- George Jordan & Sons Co
- Elias Jordan Company
- Oman Embassy
- Jordan Medical Aid for Palestinians (MAP)

- Said Urabi & Sons Company
- Laser Trading Group LTD
- Laser Industrial Group LTD
- Jordan Construction Material Co
- Jordan Building Materials Trading Co
- National Press
- Arab Drug Store (Amin Shquer)
- Vapco
- Kilani for Trading
- Jordan Radio Paging (JRP)
- Fine Hygienic Paper Company (FINE)
- Bahlas National Carpet Factory (Saudia Arabia)
- Jordan Mortgage Refinance Company

HARDWARE

PROPOSAL

The offered solution

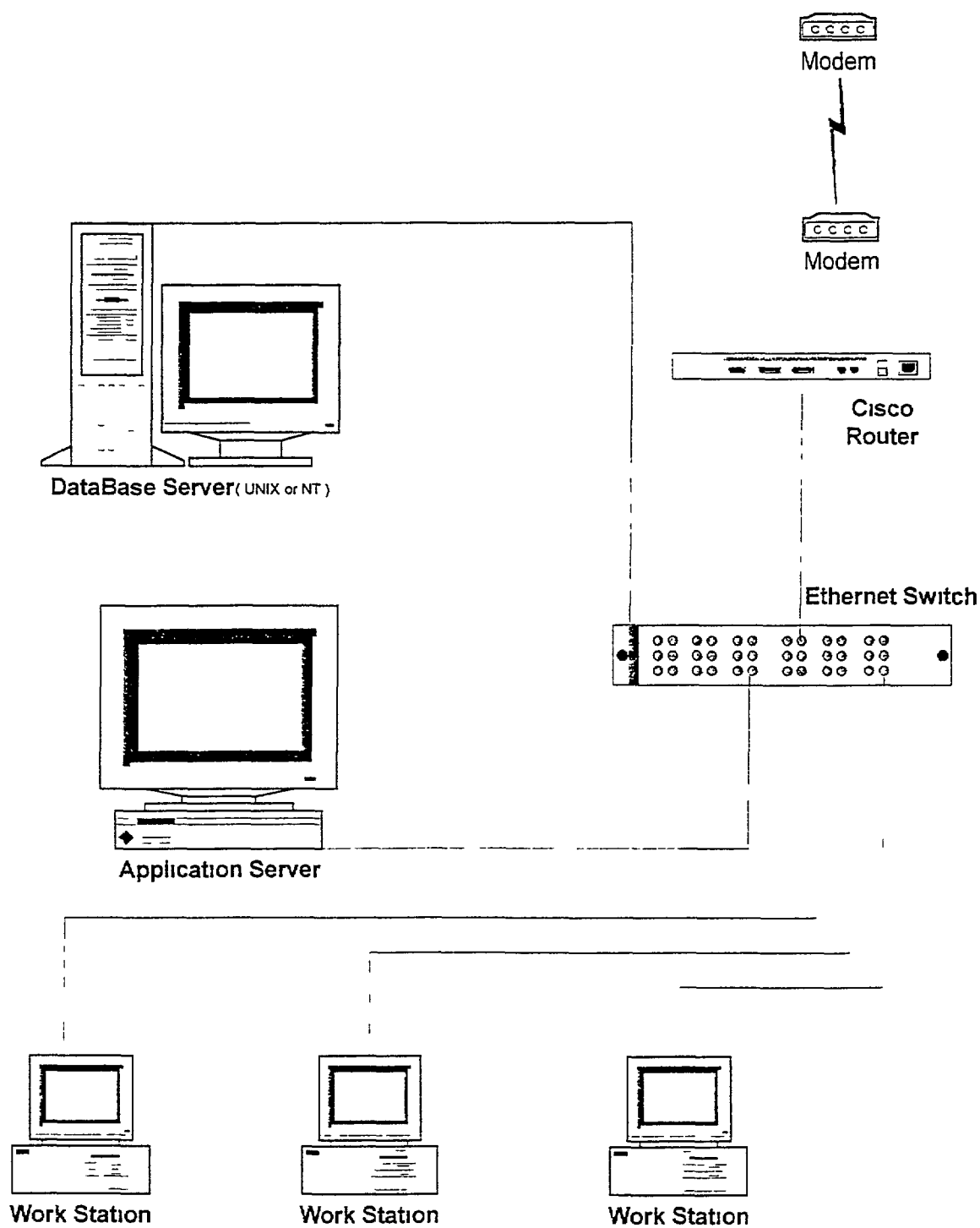
Delta is offering this solution after studying the current and the future needs of **Jordan Loans Guarantee Company**

The proposed solution consist of the database server which could be NT Intel Based server (MICRON 2100) or which is more preferable a UNIX RISC based server (IBM RS/6000) which guarantee very steady performance with the future growth of the Data Base size and the number of users as well On this server the data base engine will be deployed and the data files will reside as well

The Application server, which could be either regular PC or it, could be the PC server identical to the PC data Base server mentioned before will run the application it self and it could act, as temporary server for the current Fox Pro application and the corresponding data until the new application is ready The advantage of this configuration that you distribute the load on the data base server and the application server instead of overloading the data base server with application also you will have central application instead of deploying the application on each client which is easier for managing the application

The above mentioned server along with offered clients (MICRON CX) clients will be connected through small LAN based on the UTP structural cabling and 12 or 24 port Ethernet switch and of course we need small cabinet for the LAN components

By offering the above components from the best ranked Companies in the IT field we hope that we are offering very reasonable working solution to run the application in very efficient smooth manner



Item	Description
------	-------------

1 DataBase Server

Option 1 IBM RS/6000 Model 43P-140

Power PC 604e 233MHz with 1MB L2 Cache
 128MB ECC DIMMS
 9 1GB SCSI-II Hard Drives
 20X SCSI CD ROM
 4mm SCSI DAT Tape Drive
 15" SVGA Display
 Key Board & Mouse
 Integrated Ethernet Adapter
 Two Senal One Parallel Ports
 AIX Operating System Ver 4 2
 AIX Bonus Pack

IBM is a USA Brand

Item	Description
------	-------------

Option 2 DataBase Server

MICRON NETFRAME 2101 SERVER PROCESSOR

Intel ECC Pentium III 500MHz Processor up to two processors
 512Kb integrated in sec package per processor
 128 MB SDRAM ECC DIMM with 100Mhz Expandable to 1 GB
 Embedded SCSI Sybios dual channel u/w scsi-3 standard
 9 1 GB SCSI ultra-2 wide LVD Hard Drive
 40X SCSI CD ROM Drive
 1 44MB 3 5" Floppy Disk Drive
 Cirrus logic GD5480 Graphics controller max 1280x1024 16colors 2MB
 SGRAM
 Micron 15" SVGA color monitor 0 28 dpi Non-Interlaced Low Radiation
 energy star compliant and plug & play
 PS/2 Enhanced A/L 105 keyboard
 PS/2 MS mouse + pad
 One Parallel, 2 Serial
 3 PCI , 1 ISA 1 PCI/ISA
 4MM SCSI DAT Tape backup drive
 Embedded Intel pro/100+ server adapter
 Server Tower Case with 300Watt Power Supply
 Micron systems are year 2000
 Micron Electronics is ISO 9001 the systems are ISO 9001 FCC UL CE
 approved and does support Windows NT

WINDOWS NT SERVER ORIGINAL LICENSE
 MICRON is a USA Brand

Item	Description
------	-------------

2 WorkStations

MICRON CLIENT PRO CX WORKSTATION

Intel Pentium III 450MHz Processor with 512KB L2 Cache memory
 128 MB 100MHz SDRAM Expandable to 512 MB
 8.4 GB ultra ATA DMA/33 Hard Drive
 1.44 MB 3.5" Floppy Disk Drive
 ATI Rage Pro AGP Graphics accelerator 8MB RAM
 40X speed CD-ROM Drive
 Integrated Sound Card with Speakers
 Micron 15" SVGA color monitor 0.28 dpi Non-Interlaced Low Radiation
 Energy star compliant and Plug & Play
 PCI 10/100mbps Ethernet Card
 105 A/L enhanced keyboard
 Mouse with mouse pad
 One Parallel, One Serial, 2USB
 2PCI 1PCI/ISA, 1 AGP integrated
 Micron system is year 2000
 Micron Electronics is ISO 9001 the systems are ISO 9001 FCC UL CE
 approved and does support Windows NT

MICRON is a USA Brand

Item	Description
------	-------------

3

Cabling

ALCATEL Wall Mountable 19" Cabinets (18HU)

Hinged 3 Parts design for easy acces
 Top and bottom cable entry facilities
 Mixed Front Door
 19" internal frame width
 8MK power outlets (local purchase)

ALCATEL OMEGA Twisted Pair Patch Panel

19" Standard width rack mount
 24-port RJ-45 Full Category 5
 Integrated Clip-On cable Guide provides fast and reliable cable retention and grounding
 The Patch Panel is equipped with a sliding mechanism facilitates front side termination
 Comes with marking strips to number and categories ports
 RJ45 ISO 8877 compliant modules with colour coded T 568B and T 568A pin configuration

PATCH GUIDE

19" Patch Guide

ALCATEL Outlet

Alcatel Single RJ45 socket (comes with face plate and surface mount box)

ALCATEL Drop Cable

UTP Patch Cord (1meter)
 UTP Patch Cord (3meter)

ALCATEL SYMTEK UTP CABLE

Specified up to 100 Mhz for Ethernet
 Extremely low bit-error-rates
 Provide effective EMI protection
 Comply with TIA/EIA standards
 Include fast and efficient Grounding
 Minimum stiffness to prevent short radius bends
 Low smoke Halogen Free - Flame Retardant Cable
 Reliable labeling system (color coded and adhesive professional label)

ALCATEL is ECC Brand

Item	Description
------	-------------

4 Networking

Ethernet Switch

3 Com SuperStack II 3300 Switch

24 10/100Mbps RJ-45 1 matrix 1 expansion slot
 Optional High Speed Modules 100Base-FX 1000Base-SX ATM OC-3c OC-12c matrix Layer 3 module
 Up to 12 000 MAC Addresses
 Built-In SNMP with RMON support groups
 Stackability, Up to four in the stack with 4X1 Gbps link between switches
 19" Standard Rack
 Supports IEEE802.1Q and 3Com's VLT VLAN
 LEDs Power Packet Reception Collisions Port Status

Router

Cisco 1601Router

Processor Motorola 68360 at 33 MHz
 DRAM 2MB expandable to 18MB
 Flash Memory Default 4 MB expandable to 16MB
 Built-in Interface (LAN) Ethernet 10Base-T (RJ-45) and AUI (DB-15)
 Built-In Interface (WAN) Serial Sync(E1)/Async(115.2-Kbps)
 One Console port speed 115.2-Kbps (maximum)
 One Aux port speed 115.2-Kbps (maximum)
 Modular Design
 One optional WAN Interface Card Slots (WIC)
 Cisco DTE Cable

V.34 Modems

3Com Courier V Everything

Data Asynchronous/Synchronous
 2-wire dial 2-wire Leased Line Operation

3COM, CISCO are USA brands

2

Item	Description	Qty	Unit Price	Total Price
1	<u>Data Base Server</u>			
	Option 1 <u>IBM RS/6000 Model 43P-140</u>	1	7500	7500
	Option 2 <u>MICRON NETFRAME 2101 SERVER PROCESSOR</u>	1	4000	4000
2	<u>Work Stations</u>			
	<u>MICRON CLIENT PRO CX WORKSTATION</u>	1	1175	1175
3	<u>Cabling</u>			
	<u>ALCATEL Wall Mountable 19" Cabinets (18HU)</u>	1	650	650
	<u>ALCATEL OMEGA Twisted Pair Patch Panel</u>	1	200	200
	<u>PATCH GUIDE</u>	1	30	30
	<u>ALCATEL Outlet</u>	PU	11	
	<u>ALCATEL Drop Cable</u>			
	UTP Patch Cord (1meter)	PU	5	
	UTP Patch Cord (3meter)	PU	7	
	<u>ALCATEL SYMTEK UTP CABLE</u>	/m	0 6	

Item	Description	Qty	Unit Price	Total Price
4	<u>NetWrking</u>			
	<u>3 Com SuperStack II 3300 Switch</u>	1	2000	2000
	<u>Cisco 1601Router</u>	1	1550	1550
	<u>3Com Courier V Everything Modem</u>	1	350	350

Terms & Conditions

Prices

- All offered prices are in Jordan Dinars, based on currently imposed taxes and customs duties and including the current sales tax. Any other taxes or duties applied by the government after the submission of this offer and until the delivery of all purchased equipment and receipts of all amounts due will terminate the validity of this offer.
- All prices are based on the current exchange rate between Jordan Dinars and US Dollars.
- Any change for any of applied governmental tax and/or fees after the submission of this offer and until the receipt of all amounts due should be added to the offer's value.

Payment Terms

All prices are in Jordan Dinars and payable -

50% upon receiving your order

50% upon delivery and installation

Delivery & Installation

CEB will deliver all the purchased equipment within (4-8) weeks after receiving your written purchase order and satisfying payment terms.

The Offered Prices for the Cabling does not include any installation charges.

Warranty and Annual Maintenance

All offered prices include 12 months warranty as the of date delivery is made. After the expiration of the warranty period *CEB* will maintain the purchased hardware and system software at 10% of the total value.

Validity

This offer is valid for **One month** as of the date of this offer.

Oracle Offer

Jordan Loan Guarantee Corp. (JLGC)

Oracle Proposal for the Supply of RDBMS & Tools

FINANCIAL OFFER

Prepared by CEB

Creation Date	Sept 20,99
Last Updated	Sept 20,99
Document Ref	P/ 4136 /99
Version	1
Author	Reem Hasayen Rhasayen@ceb.com jo

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www.CEBhome.com

ORACLE®

Certified Solution Partner™

Date Sept 20,99

Ref P/4136/99

Messers ,

Jordan Loan Guarantee Corp (JLGC)

Subject Oracle Financial Offer

Dear Sirs,

We are honored to submit our Oracle offer to your reputable establishment Hoping to add its name to our long customer reference list Here at CEB we are interested in providing our customers the best of breed of products and solutions Moreover at Oracle department at CEB we shall share with your establishment the know-how we develop by training our staff on the latest from Oracle Corporation

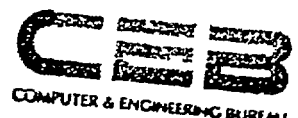
Let me assure your establishment that our team of experts shall be up to your expectations always

Regards

Reem Hasayen

Oracle sales consultant

RHasayen@ceb.com.jo



Management Summary

Our submitted is for the Jordan Loan Guarantee Crop It includes the DBMS

The DBMS includes the Oracle 8 Server, where the minimum license is 5 Concurrent Device The license unit for the RDBMS is the Concurrent Device Oracle 8 includes

- Oracle 8 Administrator Toolbar
- Oracle Objects for OLE
- Oracle 8 ODBC Driver
- Distributed Feature s
- Oracle 8 Utilities
- Java Runtime Environment
- Then Client Java Database Connectivity Driver (JDBC)

Support

This offer includes the Bronze Support. Bronze Support is paid on a year basis from day One after purchasing the software licenses. It includes upgrades with the Media. You are offered a 1 year support.

Oracle Licenses Transfer Policy

Customers may transfer Oracle 8 licenses to Oracle 8 Enterprise Edition licenses, using 1 to 1 license ratio by paying the current list price of The Oracle 8 Enterprise Edition licenses less the current list price of the Oracle 8 licenses. Oracle 8 Enterprise Edition or Oracle RDBMS licenses may not be transferred to Oracle 8 Licenses.

ORACLE FINANIAL OFFER

Oracle Licenses

Item description	No Of Units	Price Per Unit(JOD)	Price unit	Total Price(JOD)
Oracle 8 x Server	20	351	Concurrent Device	7,020

Oracle Bronze Support

Item Description	No Of Unit	Price Per Unit	Price Unit(JOD)	Total Price(JOD)
Oracle 8 x Server	20	106	Concurrent Device	2,120

Total Price 9,140 JDs

OPTIONAL ITEMS

Documentation

Item Description	No Of Units (JOD)	Price Per Unit (JOD)	Price Unit	Total Price
Documentation for RDBMS	1	1300	Set	1300

Oracle TRAINING

Course Title	No Of Days	Fee Per Participants	No of Participants	Total Price (JOD)
Mastering Oracle Includes <ul style="list-style-type: none"> • Introduction to Oracle • Developer part I • Developer part II • Database Administration 	36	400	1	400

Oracle Terms and Conditions

Delivery and installation

- Delivery is within 4-8 weeks from the receipt of a confirmed purchase order and after satisfying payment terms
- Installation is conducted within three days from the receipt of a written notification that hardware is ready and the oracle packages is in house

Price and Payment

- All licenses Prices are inclusive of all governmental taxes, duties, stamps etc And are calculated against the exchanges rate of the JD against the Dollar according to the CBJ rate on the day of the submission of this offer Any alteration in the value of the JD will subsequently alter the prices accordingly
- Payment terms
50% upon the receipt of a written confirmation
50% upon the Delivery of the Oracle Package

Maintenance and support

- Oracle Corporation does not give free warrantee If the Oracle s bronze support is purchased, it has to be valid from day one of purchase of the Oracle License

Oracle s Bronze Support

- Maintenance will be provided for twelve months from the purchase of the software
- The support provided by our team will entail the following
- On line technical support
- Telephone help
- Database space management
- Constancy in Back Up Strategies
- Resolving difficulties in the usage of the different Oracle Products
- Providing fixes and or patches to solve improper operation of the bought products
- The customer is completely responsible of his own data backup
- Upgrade and new releases as soon as they are released from Oracle
- A customer number will be provided by Oracle for identification purposes
- Support will be part of the software Licenses and services agreement

Response time

Urgent Problems *

Immediately but not expecting 4 hours in Amman
And 6 hours outside Amman
24 hours in Aqaba

Normal day to day problem

24 hours

installation /upgrades

72 hours Prior to written notification

*urgent problems are the following

- 1 database Corruption

- 2 loss of tablespace , data files, control files, log files due to user error, hard disk failure, or others
- 3 end of month/year calculations Payroll, banking system, etc

Documentation and media

- Media is provided on CD_ROM format only
- Documentation is provided on CD_ ROM format for free (one CD is provided)
- Paper back documentation is provided at the rate specified in the financial offer

Validity

Thus offer is valid for 90 days

JORDAN LOAN GUARANTEE CORPORATION**Suggested Scope of Work for expatriate consulting relative to automation implementation**

As requested by Ms Rula N Dababneh of USAID, Amman and assuming acceptance of recommendations for commissioning of external development of integrated application software, the following is a suggested Scope of Work for additional expatriate consulting

Scope of Work**1 Study Phase**

- Participate in, and provide general guidance oversight and mediation during the developers initial study, leading to their clear detailed and complete understanding of JLGC's detailed business requirements
- Facilitate/conduct workshops and meetings, as appropriate, to insure that applications to be developed reflect rationalized, end-to-end, "best" process and that redundancies and awkward interfaces are eliminated from the outset
- Vet the developers' proposed Project Plan for the ensuing phases to verify reasonability

Estimated time requirements 3-4 weeks full time (depending on developers' indicated study needs)

Location Amman

2 Development Phase

- Be available for remote consultation (through email/fax/telephone contact) to provide additional clarification and/or mediation in order to insure that development progresses in accordance with Plan. It is expected that a local consulting firm will provide interim project management during the expatriate's absence from Amman and that any unresolvable differences or deviations from Plan (whether major or detail) be referred to the expatriate

Estimated time requirements To be determined but not expected to extend beyond 1 week full time during the entire phase. Elapsed time is dependent on developer estimates

Location ex Amman

3 Implementation Testing & Parallel Run Phase (with local consultant assistance relative to language)

- Scrutinize the developers' Test Plan for accuracy and completeness
- Oversee examination of test results prior to going parallel
- Identify and record discrepant results during the parallel phase for remedial action
- Insure that the final product meets with expectations recorded during the Study Phase

Estimated time requirements Approximately 4 weeks full time

Location Amman

4 Project Management

- Assume responsibility for overall Project Management during the project life cycle assisted by local consulting firm

Arabian Computer & Communication Consulting

Date 18/9/1999

Ref AC/MA2/205/1999

Mr Sam Ree

*Senior Associate / First Washington Associates, Ltd
Jordan Loans Guarantee Company*

Subject Jordan Loans Guarantee Company Computerization project

Dear Mr Ree,

Reference to our meeting on Monday the 13th of September, please find hereinafter the suggested services that we can offer to the Jordan Loans Guarantee Company We believe these services will compliment and insure the successful implementation for the project

- 1 Study the suggested Business model*
- 2 Analyze the Business model requirement and detail the business procedures (Business cycles, data structure, forms & reporting)*
- 3 Define the requirements for the software applications including*
 - Objective*
 - Functional requirement*
 - Data required*
 - Integration with other modules*
 - Report and statistics*
 - The users and type of action used for each application*
- 4 Setting the platform requirement and define the environment specifications*
 - Operating System.*
 - Relational Database (RDBMS)*
 - Client/Server environment requirements*
 - Networking operating system and protocols*
- 5 Setting specifications for Hardware requirements including*
 - Server*
 - Workstations*
 - Peripherals*

Arabian Computer & Communication Consulting

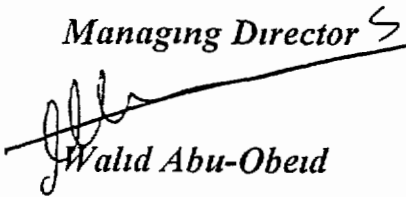
- 6 *Design the communication network for both LAN and WAN including*
 - *Topology*
 - *Traffic and transaction frequency*
 - *Devices specifications and quantities*
 - *Cabling*
- 7 *Define implementation requirements needed including*
 - *MIS unit structure*
 - *Human resources*
 - *Qualifications*
 - *Training requirements needed to qualify existing resources*
- 8 *Constructing tender documents (Request for proposals), following up the tendering process and responding to inquiries*
- 9 *Evaluating the offers and preparing evaluation reports and recommendations*
- 10 *Drafting and formulating the rewarding agreements*
- 11 *Project management and supervising on the implementation of the projects including*
 - *Building implementation plans*
 - *Preparing periodic progress reports including recommendations*
 - *Revising the analysis and design document delivered by the software vendor*
 - *Conducting technical testing and life testing for the delivered software modules*
 - *Supervising the network installation, commissioning and performing all required tests*
 - *Supervising the network delivery, installation and commissioning of the hardware*
 - *Supervising the training courses conducted*
 - *Supervising the signing-off for the project*
 - *Performing audit programs on the actual implementation of the project*

AC&C Consulting

Arabian Computer & Communication Consulting

Thanking you for giving us the chance to meet with you, assuring that if required we are ready to clarify any of the above-mentioned services

Best Regards,

Managing Director 

Walid Abu-Obeid

Cc \ Mr Sa'ied Hamami

JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODELS OPERATIONS & TRAINING MANUAL

FIRST WASHINGTON ASSOCIATES, LTD
1501 Lee Highway, Suite 302
Arlington, Virginia, U S A 22209
Tel 1-703/525-0966 Fax 1-703/276-8851
E-mail fwa@mindspring.com

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Appendix III	ECG sample print-out

1	Introduction
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This Operations Manual and the programs on the accompanying diskette were developed as Deliverables for computer assisted Credit Evaluation and Scoring capabilities for the Jordan Loan Guarantee Corporation ("JLGC") and as part of technical assistance provided to it by First Washington Associates, Ltd of Arlington, VA, U S A

The Manual is designed to provide Managerial Underwriter staff and Systems Administrators with the information necessary to understand, maintain and, where necessary, modify/enhance, the referenced Models

Ongoing, parallel Information Technology (IT) initiatives are designed to provide JLGC with integrated, end-to-end process automation to replace a number of extant, fractionized stand-alone solutions. Therefore, it was deemed strategically appropriate to develop a set of Models which are not only usable as working, interim solutions but also serve as the detailed user requirements for the envisaged, comprehensive, in-process risk evaluation component of the new IT infrastructure

In considering the risk evaluation criteria applied to the several types of loans guaranteed by JLGC, it became apparent that such elements for the different loan classes are sufficiently dissimilar as to warrant the development of three separate Models to address the needs of

- Domestic Loan Guarantees (other than Housing) - DLGs
- Housing Loan Guarantees - HLG's
- Pre-Shipment Export Credit Guarantees - ECGs

Accordingly while the basic structure of the Models is identical, and elemental composition has been kept as generic as possible, radical differences (such as the use of currency conversion for ECGs) have also been incorporated where appropriate. Importantly, once the risk evaluation component/module is subsumed under the new, automated infrastructure, the user will be presented with corresponding, on-line functionality

This Manual provides information and guidance on basic construction and maintenance installation and use as well as on needed security. Separate, detailed program descriptions are included for each of the Models to facilitate version administration and page replacement when changes are introduced

Print-outs of sample evaluations using Version 1.0 of each of the Models are found in the Appendices

2 Construction and Maintenance

The provisional Models were constructed using MSExcel spreadsheets. Maximum use has been made of criteria ranges and associated formulas so as to optimize pre-determination of the result of user inputs. This facilitates the entry of variable but concrete data by junior/trainee staff and leaves a Senior Underwriter only with the responsibility of verifying such inputs and adding those (few) intangible and purely evaluative assessments which require his/her expertise. As well, extensive use has been made of auto-calculation, replication and field expansion to automate as much of the process as possible and render the end result immediately intelligible to an evaluating or authorizing officer.

In view of the foregoing, much of the information contained in the Models has been made inaccessible to change by the end-user through password protection of the individual sheets. Accessible cells are unprotected and are shaded in light blue to permit data entry. However all other cells are locked. Print-outs will reflect such coloring of input fields as light-gray shading. Only through joint access by a Systems Administrator and an Underwriting Manager (based on written approvals by Executive Management, and using the appropriate password) should modifications and/or enhancements to the Models be permitted. This will insure that possible changes to the value set are made at the direction of senior underwriting staff (and as approved by Executive Management) under controlled conditions and that the basic structure is preserved.

Scoring parameters for all three Models represent common elements or factors, as follows:

Individual Ratings - Individual ratings, whether as a result of input or calculation, are determined on a scale of 1 to 5, with 1 representing the weakest and 5 the strongest. In the interest of consistency, this also applies to certain negative factors such that higher ratings return higher negative values.

Item Weight - The weight for each rated or calculated element represents a percentage of the Class to which the item belongs. The sum of the percentages of individual Item Weights within a Class must always be 100%. In the event such sum, determined under Parameters (see below), does not equal 100%, an alert will be returned, calling for remedial action.

Item Score - The Item Score is calculated through multiplication of the Item Input Value (or pre-determined criteria range) and the allocated Item Weight Percentage.

Class Total - The Class Total represents the sum of the Item Scores belonging to the Class. Given an ideal proposal containing all "5" individual scores, the Class Total cannot be more than 5 (i.e. $5 \times 100\%$).

Class Weight - Class Weight constitutes the level of importance (or Weight) assigned to the Class in order to arrive at an overall score. The sum of the Class Weights must always be 20, so that Class Total (maximum 5) multiplied by Class Weights (total = 20) cannot exceed 100, which is the highest score obtainable. In the event such sum, determined under Parameters (see below), does not equal 20, an alert will be returned, calling for remedial action.

Overall Score - This represents the sum of the Class Scores and points to an overall (scored) evaluation of the proposal on a scale of 1 to 100.

Interpretation - Constitutes a natural language translation of the overall score as a result of a pre-determined criteria range.

Other Indicators - The Models contain a number of indicators (other than scores) which require input to reflect certain conditions which may have an impact on overall proposal evaluation. Alerts to existing blacklistings and JLGC criteria and objectives are cases in point.

Each of the three Models is contained in a separate Workbook. The accompanying diskette therefore contains three files as follows:

DLGscore.xls - Domestic Loan Guarantees (other than Housing)
HLGscore.xls - Housing Loan Guarantees
ECGscore.xls - Pre-Shipment Export Credit Guarantees

In turn, each .xls file contains a number of named sheets, as follows:

Summary Sheet

All Models employ the use of an Application Summary (front sheet) which provides a high level overview of the guarantee proposal. Replication of critical, individual or rolled-up alerts and salient capsule information should place a reviewing underwriter or authorizing officer in a position to assess the proposal through reference to this single front sheet. A simple click on, or reference to the printed version of, the appropriate sub-sheet provides access to the underlying detail. The Summary also provides for input of corresponding decisions, their reasons, and the names of the officers involved. The front sheet therefore provides a high level, "bird's eye" record of the proposal and the decisions rendered. Reference to the appended sample print-outs will show the elements and their associated values to be self-explanatory. Replication of such values is covered under the individual model descriptions in Section 5 (The Models).

Inputs Sheet

The Inputs Sheet for all Models is divided into two sections, i.e.

- Prequalification Checklist & Data Entry
- Refined Analysis & Evaluation

The Prequalification Checklist & Data Entry section is capable of being input by a relatively junior officer or trainee. It provides for entry of concrete, known or verifiable data. In addition to triggering certain alerts which are replicated on the Application Summary, this input process provides the basis for program generated evaluations based on set criteria ranges. Such evaluations are then replicated in the Refined Analysis & Evaluation section to insure that the criteria are adhered to and do not become the product of the subjective assessment of an individual underwriter. In so doing, the number of factors requiring subjective assessment is substantially curtailed, process speed is enhanced and improved scoring consistency is achieved.

FinStat Sheet

This sheet provides for input of financial statement data for a number of successive years (for comparative purposes) Both Income Statement and Balance Sheet details are capable of being entered Critical ratio calculations for the last year details entered are automatically performed and are replicated in (locked) Input Sheet cells to determine their relevant values and Class scores as part of the overall scoring process A balancing check ("CHECK") is provided to insure that data entered amounts are accurate and that Total Assets do in fact equal Liabilities + Equity If as a result of input errors (or statement inadequacy), these values are not equal, a value of "FALSE" will be returned to point to such imbalance and calling for remedial action As well, "FinStat" provides for a score for statement adequacy based on certain pre-determined criteria (scale of 1 to 5)

It should be noted that, by design, "FinStat" is not applicable to Housing Loan Guarantees This represents a considered decision by JLGC

Parms Sheet

The Parameters Sheet provides information critical to Systems Administrators and Underwriter Managers in the interest of modification/enhancement of the Models The sheet contains pre-determined value assessment and criteria ranges to enable auto-scoring and facilitate formula modification The addresses of certain hidden cells are also recorded The entire sheet is password protected and even if accessed by the end-user cannot (and must not be allowed to) be changed by such individual Therefore, strict access security to this sheet should be observed, as further discussed in Section 4 (Security)

2.1 Updates & Version Control

This Manual must accurately reflect the accompanying programs at all times Special care should therefore be taken to update this Manual, including such copies as are distributed to the user community, whenever changes to the individual Models are introduced The Manual has been structured such that any changes in the detail of individual Models can be accomplished through insertion of replacement pages

3 Installation and Use

Pending the implementation of an integrated, end-to-end IT environment installation of a given Model for employment by a designated user can be accomplished through simple copying of the corresponding Excel (duplicate) Master file to the user's PC in stand-alone mode In this mode, it is incumbent on the user to preserve a "clean" pro-forma and to save this in a new working file by using the 'Save as' command under an appropriate file name each time a specific proposal is to be input and scored Files containing the (semi)finished product can be passed on to the next level of evaluative staff through diskette exchange as an interim measure

Once the envisaged, new IT infrastructure is implemented, risk evaluation —including (pre)scoring- - should become a logical (unified database resident) component of the overall process stream, and users will be automatically presented with the corresponding functionality. At such time the need for physical exchange of computer media will disappear.

4 Security

To prevent inappropriate access to locked cells, individual sheets have been protected with an initial, single password which operates all three Models and which is contained in the sealed envelope accompanying this Manual. Knowledgeable users of Excel will be aware that such passwords are case-sensitive.

It is advisable to establish a new password whenever a program has been changed. At all times an accurate record of the operative password(s) must be maintained in a secure place to insure ongoing access by authorized individuals. Deposit of a sealed envelope in an office safe under the control of Administrative staff and subject to specific withdrawal conditions is an acceptable method.

The Master diskette accompanying this Manual should be similarly deposited for safekeeping. Any changes made to the programs must only be made to the Master, with copies being used for (re)installation. This will insure the Master always represents the latest version and help prevent possible damage to the original medium.

As with all computer programs, and in the interest of recovery from a major disaster, a duplicate Master diskette, along with the then operative password(s) and the (updated) Operations Manual (in electronic form) should be safestored off-site. Care should be taken to update this duplicate Master, along with the Operations Manual, as soon as any change to a program has been made.

5 The Models

Even if there exists a large body of elements which are common to all Models it was thought conducive to describe the detailed operations of each Model separately. Although this represents a significant amount of duplication, it does permit understanding of an individual Model's construction to stand on its own, subject only to more general guidelines regarding composition as recorded in Section 2 (Construction & Maintenance). Such approach also facilitates the insertion of replacement pages for version updates separately for each Model.

5 1 DOMESTIC LOAN GUARANTEE MODEL - DLG

The Model recognizes the following Classes and Items

Prequalification Checklist & Initial Data Entry

0 00 Blacklistings/Suspensions/Embargoes

This Class provides for determination as to whether or not there exist detrimental conditions (Blacklistings etc) which could prevent JLGC from entertaining a given guarantee proposal. Provision has been made for the more common external and internal information sources. Entry of an additional source is enabled, both as a working field as an example which can be expanded upon should the need arise. E.g. the field could be used to reflect blacklisting by a Jordanian Credit Bureau once this is established.

Data entry consists of a simple Y/N (yes/no) choice opposite each item. If "Y" (yes) is selected, the adjoining cell will return the text "Blacklisted" to serve as an alert on the Input sheet. If "N" (no), no text will be returned.

The result of inputs to this Class is rolled up and reflected on the Application Summary as to whether or not Blacklistings exist. In the affirmative, the corresponding cell on the Summary sheet will return the text 'ALERT Blacklistings Exist'. If none, the text returned will be "None".

Subsidiary numbers in this Class reflect the specific, common sources of Blacklistings.

1 00 Amount, Term and Purpose of Loan

This Class provides for initial input of a loan's salient features, as follows:

1 01 Inside/Outside JLGC Objectives (I/O)

While somewhat evaluative, even a junior officer or trainee should be (made) familiar with JLGC's basic operating guidelines. If "i" (Inside) is entered, the adjoining cell will return the text "Inside JLGC Objectives". If "o" (Outside), the text will read "Outside JLGC Objectives". The returned text provides corresponding, textual replication on the Application Summary.

1 02 Meets JLGC Criteria (Y/N)

While somewhat evaluative, even a junior officer or trainee should be (made) familiar with JLGC's basic guarantee criteria. If 'y' (Yes) is entered, the adjoining cell will return the text 'Meets JLGC Criteria'. If 'n' (No), the text will read 'Does Not meet JLGC Criteria'. The returned text provides corresponding textual replication on the Application Summary.

1 03 Total Project Investment (JOD)

This cell provides for input of the total amount of the project to be financed and may or may not be identical to the amount of the requested loan. If more than the loan amount, the (auto-calculated) difference represents a positive Borrower Contribution (see 1 12 and 6 02). If less, the Borrower's Contribution is similarly (but negatively) reflected. In either case, a corresponding value/alert is returned to the Application Summary.

1 04 Amount of Loan (JOD)

Input of the amount of the requested loan is required and is used to auto-calculate a number of related values. The amount is also replicated on the Application Summary.

1 05 Term of Loan (# months)

Input of the Term of the Loan is replicated on the Application Summary to serve as an indicator in conjunction with other factors, of the overall viability of the loan.

1 06 Repayment Frequency (M,Q,S,A,B)

This field permits input of the proposed Repayment Frequency and provides for the following choices:

- M = Monthly
- Q = Quarterly
- S = Semi-Annually
- A = Annually
- B = Balloon at Maturity

The corresponding natural language value is returned in the adjoining cell and replicated on the Application Summary to serve as an evaluation indicator in conjunction with other factors. E.g. if the Purpose of the Loan (see 1 09) is "A" (= Agricultural), the seasonal nature of harvesting will likely make the Repayment Frequency other than Monthly. On the other hand, if such purpose is the acquisition of a taxi, more regular cashflow is indicated and a Repayment Frequency of "M" (= Monthly) should be the norm.

1 07 Number of Instalments (total #)

The value entered into this field in conjunction with its amount (see 1 08), is used to auto-calculate the value of the Loan Pay-Down (see 1 11), which can be either positive or negative.

In addition, the value entered into this field is replicated on the Application Summary to serve as an important element in the overall review process.

1 08 Amount of Each Installment (JOD)

This amount in conjunction with 1 07, is used to auto-calculate the Loan Pay-Down Value reflected in 1 11.

1 09 Purpose of Loan (A,C,I,T,W)

This field permits input of the Purpose of the Loan and provides for the following choices

A = Agricultural
C = Crafts
I = Industrial
T = Taxi
W = Working Capital

A natural language equivalent is returned in the adjoining cell and is replicated on the Application Summary to serve as one of a number of salient elements of a given loan proposal

1 10 Type of Loan (E,N)

Entry of either "E" (Extension) or "N" (New) is required as yet another element in the final evaluation process. A natural language equivalent is returned in the adjoining cell and is replicated on the Application Summary

1 11 Loan Pay-Down (calculated)

The value in this field is auto-calculated as a function of 1 04, 1 07 and 1 08. The result can be positive or negative. In either case, a natural language equivalent is returned in the adjoining cell and replicated on the Application Summary to serve as an indicator ("Pay-Down Covers Loan" or "Pay-Down Does NOT Cover Loan")

1 12 Borrower's Contribution (calculated)

This auto-calculated value represents the difference between 1 03 and 1 04. The result can be positive or negative. In either case, a percentage equivalent is returned in the adjoining cell and replicated on the Application Summary to serve as yet another indicator

2 00 Collateral

This Class provides for determination of the availability (or otherwise) of acceptable types of collateral and their corresponding amounts. With the exception of 2 01 Owner's Personal Guarantee - which requires a "y" or "n" (Yes/No) input, all collateral types (2 02 through 2 06) require the entry of an applicable amount, including 0. The values in the adjoining cell range are auto-calculated as percentages of the Amount of the Loan. A set of pre-determined Ease of Realization values is used to arrive at calculated Realization Factors.

Item 2 07 (Total Collateral) represents the sums of collateral amounts and the overall percentage of Coverage with respect to the Amount of the Loan. The auto-summed Realization Factors are used to calculate a Blended Factor which, in turn, is used to return a discounted value of the total collateral to reflect the blended Ease of Realization.

3 00 Sources of Repayment

3 01 Repayments from the Project

The value in this field constitutes a replication of 1 11 Loan Pay-Down

3 02 Borrower's Other Income (JOD)

3 03 Other Sources of Repayment (JOD)

These two fields provide for data entry of Sources of Repayment not directly linked to the project to be financed. They may be interpreted variously as strengthening the overall project or possibly be considered suitable to make up shortfalls.

3 04 Total Other Resources (Calculated)

The sum of the values entered at 3 02 and 3 03 is automatically returned in this field.

3 05 Total Coverage (calculated)

The formula in this field auto-sums the values at 3 01 and 3 04.

The cells adjoining the item values returned in this Class represent their respective, contributing percentages to Total Coverage.

4 00 Guarantee Ratios & Amounts

4 01 Guarantee Ratio

The value returned in this field is auto-calculated on the basis of pre-determined criteria ranges and percentages which can be found in the Parms Sheet.

The Guarantee Ratio is an important element in the overall assessment process and therefore is replicated on the Application Summary.

4 02 Loan Interest Rate

The value to be input in this field represents the interest rate the Participant Bank will charge on the loan to the borrower.

4 03 # of Days in the Year (365 or 366)

This field requires input of the number of days in the year over which the 180 days' interest portion is expected to be guaranteed by JLGC. Input can be either 365 (for non Leap Years) or 366 (for Leap Years). If either of these numbers is input, this factor will be used to calculate the interest portion of the guarantee. If another (invalid) number is entered, the adjoining cell will return the message 'Invalid Base Enter Correct Value!'

4 04 Guarantee of Principal Amount

The returned value in this field is auto-calculated on the basis of JLGC determined amount criteria, which can be found in the Parns sheet

4 05 Guaranteed Loan Interest

The value returned in this field is auto-calculated using the value of the principal amount of the guarantee (see 4 04), the Loan Interest Rate at 4 02 and 180 days divided by the year basis input at 4 03 (either 355 or 366)

4 06 Total Guarantee Amount

This amount is auto-calculated and represents the sum of the Guarantee Principal (see 4 04) and the interest component calculated at 4 05

The Total Guarantee Amount is an important element in the overall assesment process and therefore is replicated on the Application Summary

Refined Analysis & Evaluation

The inputs in this section are variably capable of being entered or represent calculated or replicated results on the basis of other inputs Where an adjoining cell displays the text "Calculated" or "Replicated" corresponding scores are determined and the cells locked Where input is indicated, the corresponding values must be on a scale of 1 to 5 If on the scale, the adjoining cell will return the natural language text "Valid" If values outside this scale are entered, the adjoining cells will return the text "Invalid"

The validation of scores is a critical element in insuring reliable results Therefore, if Invalid scores exist a corresponding alert is returned to the Application Summary ("ALERT Invalid Scores Exist) thus calling for remedial action If all scores are 'Valid', the returned text on the Application Summary will read "Scores Validated"

The weighting and score calculation process was detailed in Section 2 - Construction & Maintenance Therefore, this present section is limited to an explanation of Items and Classes

For purely evaluative inputs the following value range is recommended

- 1 = Poor
- 2 = Fair
- 3 = Average
- 4 = Good
- 5 = Excellent

The returned value in this field is auto-calculated on the basis of JLGC determined amount criteria, which can be found in the Parms sheet.

4 05 Guaranteed Loan Interest

The value returned in this field is auto-calculated, using the value of the principal amount of the guarantee (see 4 04), the Loan Interest Rate at 4 02 and 180 days divided by the year basis input at 4 03 (either 355 or 366)

4 06 Total Guarantee Amount

This amount is auto-calculated and represents the sum of the Guarantee Principal (see 4 04) and the interest component calculated at 4 05

The Total Guarantee Amount is an important element in the overall assesment process and therefore is replicated on the Application Summary

Refined Analysis & Evaluation

The inputs in this section are variably capable of being entered or represent calculated or replicated results on the basis of other inputs. Where an adjoining cell displays the text "Calculated" or "Replicated", corresponding scores are determined and the cells locked. Where input is indicated, the corresponding values must be on a scale of 1 to 5. If on the scale, the adjoining cell will return the natural language text "Valid". If values outside this scale are entered, the adjoining cells will return the text "Invalid".

The validation of scores is a critical element in insuring reliable results. Therefore, if Invalid scores exist, a corresponding alert is returned to the Application Summary ("ALERT Invalid Scores Exist") thus calling for remedial action. If all scores are "Valid", the returned text on the Application Summary will read "Scores Validated".

The weighting and score calculation process was detailed in Section 2 - Construction & Maintenance. Therefore, this present section is limited to an explanation of Items and Classes.

For purely evaluative inputs, the following value range is recommended:

- 1 = Poor
- 2 = Fair
- 3 = Average
- 4 = Good
- 5 = Excellent

5 00 Amount & Term of Loan

- 5 01 Size - JOD Amount relative to Application
- 5 02 Duration - Term relative to Borrower Capacity

These represent evaluative inputs and, in view of multiple variables, are difficult to auto-generate on the basis of pre-determined criteria. Borrower Contribution factors (see 1 12) do provide an indication

5 03 Repayment Schedule

This field currently calls for an evaluative input. It should, in principle, be possible to auto-generate a value with reference to Purpose of the Loan (1 09), Term of the Loan (1 05) and Repayment Frequency (1 06)

6 00 Borrower Credentials/Reputation

- 6 01 Past Payment Record/History
- 6 03 Borrower Contribution - Form
- 6 04 Overall Management

These represent evaluative inputs, based on underwriter experience. The interpretive value range given earlier should assist the decision process

6 02 Borrower Contribution (Percentage)

The value returned in this field is auto-calculated with reference to a corresponding criteria range (see the Parns sheet). It is also replicated on the Application Summary

7 00 Feasibility Study

- 7 01 Market - Product/Competition
- 7 02 Technical Ability
- 7 03 Financial Viability
- 7 04 Project Size & # Employees

These four inputs constitute the kind of intangibles which must be left to the discretion of an underwriter, based on experience. Here again, the interpretive value range provided should render some assistance and a measure of consistency

8 00 Sources of Repayment

- 8 01 Repayment from Project
- 8 02 Borrower's Other Resources

Both values are replicated from the initial data entry process. They are re-introduced at this point in view of their contribution to the overall score

9 00 Financial Ratios & Statement Quality

- 9 01 Liquidity
- 9 02 Coverage

- 9 03 Leverage
- 9 04 Operating
- 9 05 Statement Quality/Adequacy/Accuracy

The values returned in these fields are the result of auto-calculations or replication derived from inputs to the FinStat sheet. Calculations are based on pre-determined criteria ranges which can be found on the Parm's sheet

10 00 Collateral

- 10 01 Total Amount

The amount replicated in this field originates from the Total Collateral calculated at 2 07 as a result of initial data entry

- 10 02 Coverage
- 10 03 Types - Ease of Liquidation

The values returned in these fields are the result of auto-calculations based on pre-determined criteria ranges which can be found on the Parm's sheet

11 00 Overall SWOT (Borrower & Project)

- 11 01 Strengths
- 11 02 Weaknesses
- 11 03 Opportunities
- 11 04 Threats

These four inputs constitute the kind of intangibles which must be left to the discretion of an underwriter, based on experience. The interpretive value range provided earlier should render some assistance and a measure of consistency

It should be noted that, by design, the inputs for 11 02 (Weaknesses) and 11 04 (Threats) result in negative item scores. Therefore the higher the Weaknesses and Threats inputs on the scale of 1 to 5, the higher the negative affect on the Overall SWOT Class score. In so doing, input of negative values (e.g. -3) and reverse thought processes are avoided

12 00 References & Recommendations

- 12 01 Prior Ledger Experience (JLGC)
- 12 02 Experience with Commercial Banks
- 12 03 Credit Reports
- 12 04 Submitting Bank Reference/Recommendations
- 12 05 Central Bank Reference/Recommendations

These five inputs constitute the kind of intangibles which must be left to the discretion of an underwriter based on experience with such references. The interpretive value range provided earlier should render some assistance and a measure of consistency

13 00 Overall Score

This numerical score represents the sum of all calculated and weighted Class Scores and results in a value which cannot exceed an ideal score of 100 00

The Overall Score is replicated on the Application Summary as a primary indicator of the viability of the proposal

14 00 Interpretation

The text returned in this cell represents the natural language equivalent of the numerical score within pre-determined ranges, the criteria for which are enumerated on the Parns sheet

Returned text can be any of the following

Excellent - Good - Average - Weak - Doubtful - Unacceptable

As with the numerical score, its textual equivalent is replicated on the Application Summary as a primary indicator of the viability of the proposal

5 2 HOUSING LOAN GUARANTEE MODEL - HLG

The Model recognizes the following Classes and Items

Prequalification Checklist & Initial Data Entry

0 00 Blacklistings/Suspensions/Embargoes

This Class provides for determination as to whether or not there exist detrimental conditions (Blacklistings etc) which could prevent JLGC from entertaining a given guarantee proposal. Provision has been made for the more common external and internal information sources. Entry of an additional source is enabled, both as a working field as an example which can be expanded upon should the need arise. E.g. the field could be used to reflect blacklisting by a Jordanian Credit Bureau once this is established.

Data entry consists of a simple Y/N (yes/no) choice opposite each Item. If "Y" (yes) is selected, the adjoining cell will return the text "Blacklisted" to serve as an alert on the Input sheet. If "N" (no), no text will be returned.

The result of inputs to this Class is rolled up and reflected on the Application Summary as to whether or not Blacklistings exist. In the affirmative, the corresponding cell on the Summary sheet will return the text "ALERT Blacklistings Exist". If none, the text returned will be "None".

Subsidiary numbers in this Class reflect the specific common sources of Blacklistings.

1 00 Amount, Term and Purpose of Loan

This Class provides for initial input of a loan's salient features, as follows:

1 01 Inside/Outside JLGC Objectives (I/O)

While somewhat evaluative, even a junior officer or trainee should be (made) familiar with JLGC's basic operating guidelines. If "i" (Inside) is entered, the adjoining cell will return the text "Inside JLGC Objectives". If "o" (Outside), the text will read "Outside JLGC Objectives". The returned text provides corresponding, textual replication on the Application Summary.

1 02 Meets JLGC Criteria (Y/N)

While somewhat evaluative, even a junior officer or trainee should be (made) familiar with JLGC's basic guarantee criteria. If "y" (Yes) is entered, the adjoining cell will return the text "Meets JLGC Criteria". If "n" (No), the text will read "Does Not meet JLGC Criteria". The returned text provides corresponding, textual replication on the Application Summary.

1 03 Total Purchase Price (JOD)

This cell provides for input of the total purchase price, which may or may not be identical to the amount of the requested loan. If more than the loan amount, the (auto-calculated) difference represents a positive Borrower Contribution (see 1 11 and 6 02). If less, the Borrower's Contribution is similarly (but negatively) reflected. In either case, a corresponding value/alert is returned to the Application Summary.

1 04 Amount of Loan (JOD)

Input of the amount of the requested loan is required and is used to auto-calculate a number of related values. The amount is also replicated on the Application Summary.

1 05 Term of Loan (# months)

Input of the Term of the Loan is replicated on the Application Summary to serve as an indicator in conjunction with other factors, of the overall viability of the loan.

1 06 Repayment Frequency (M,Q,S)

This field permits input of the proposed Repayment Frequency and provides for the following choices:

M = Monthly
Q = Quarterly
S = Semi-Annually

The normal repayment frequency for Housing Loans is monthly, however provision has been made for unusual circumstances.

The corresponding natural language value is returned in the adjoining cell and replicated on the Application Summary to serve as an evaluation indicator in conjunction with other factors.

1 07 Number of Instalments (total #)

The value entered into this field, in conjunction with its amount (see 1 08), is used to auto-calculate the value of the Loan Pay-Down (see 1 10), which can be either positive or negative.

In addition, the value entered into this field is replicated on the Application Summary to serve as an important element in the overall review process.

1 08 Amount of Each Installment (JOD)

This amount in conjunction with 1 07, is used to auto-calculate the Loan Pay-Down Value reflected in 1 10.

1 09 Type of Loan (E,N)

Entry of either "E" (Extension) or "N" (New) is required as yet another element in the final evaluation process. A natural language equivalent is returned in the adjoining cell and is replicated on the Application Summary.

1 10 Loan Pay-Down (calculated)

The value in this field is auto-calculated as a function of 1 04, 1 07 and 1 08. The result can be positive or negative. In either case, a natural language equivalent is returned in the adjoining cell and replicated on the Application Summary to serve as an indicator ("Pay-Down Covers Loan" or "Pay-Down Does NOT Cover Loan")

1 11 Borrower's Contribution (calculated)

This auto-calculated value represents the difference between 1 03 and 1 04. The result can be positive or negative. In either case, a percentage equivalent is returned in the adjoining cell and replicated on the Application Summary to serve as yet another indicator.

2 00 Collateral

This Class provides for determination of the availability (or otherwise) of acceptable types of collateral and their corresponding amounts. With the exception of 2 01 Owner's Personal Guarantee - which requires a "y" or "n" (Yes/No) input, all collateral types (2 02 through 2 06) require the entry of an applicable amount, including 0. The values in the adjoining cell range are auto-calculated as percentages of the Amount of the Loan. A set of pre-determined Ease of Realization values is used to arrive at calculated Realization Factors.

Item 2 07 (Total Collateral) represents the sums of collateral amounts and the overall percentage of Coverage with respect to the Amount of the Loan. The auto-summed Realization Factors are used to calculate a Blended Factor which, in turn, is used to return a discounted value of the total collateral to reflect the blended Ease of Realization.

3 00 Sources of Repayment

3 01 Repayments from Loan Instalments

The value in this field constitutes a replication of 1 10 Loan Pay-Down.

3 02 Borrower's Other Income (JOD)

3 03 Other Sources of Repayment (JOD)

These two fields provide for data entry of Sources of Repayment not directly linked to the purchase to be financed. They may be interpreted variously as strengthening the overall project or possibly be considered suitable to make up shortfalls.

3 04 Total Other Resources (Calculated)

The sum of the values entered at 3 02 and 3 03 is automatically returned in this field.

3 05 Total Coverage (calculated)

The formula in this field auto-sums the values at 3 01 and 3 04.

The cells adjoining the item values returned in this Class represent their respective contributing percentages to Total Coverage.

4 00 Guarantee Ratios & Amounts

4 01 Guarantee Ratio

The value returned in this field is auto-calculated on the basis of pre-determined criteria ranges and percentages which can be found in the Parms Sheet

The Guarantee Ratio is an important element in the overall assessment process and therefore is replicated on the Application Summary

4 02 Loan Interest Rate

The value to be input in this field represents the interest rate the Participant Bank will charge on the loan to the borrower

4 03 # of Days in the Year (365 or 366)

This field requires input of the number of days in the year over which the 180 days' interest portion is expected to be guaranteed by JLGC. Input can be either 365 (for non Leap Years) or 366 (for Leap Years). If either of these numbers is input, this factor will be used to calculate the interest portion of the guarantee. If another (invalid) number is entered, the adjoining cell will return the message "Invalid Base Enter Correct Value!"

4 04 Guarantee of Principal Amount

The returned value in this field is auto-calculated on the basis of JLGC determined amount criteria, which can be found in the Parms sheet

4 05 Guaranteed Loan Interest

The value returned in this field is auto-calculated, using the value of the principal amount of the guarantee (see 4 04), the Loan Interest Rate at 4 02 and 180 days divided by the year basis input at 4 03 (either 355 or 366)

4 06 Total Guarantee Amount

This amount is auto-calculated and represents the sum of the Guarantee Principal (see 4 04) and the interest component calculated at 4 05

The Total Guarantee Amount is an important element in the overall assessment process and therefore is replicated on the Application Summary

Refined Analysis & Evaluation

The inputs in this section are variably capable of being entered or represent calculated or replicated results on the basis of other inputs. Where an adjoining cell displays the text "Calculated" or "Replicated" corresponding scores are determined and the cells locked. Where input is indicated the corresponding values must be on a scale of 1 to 5. If on the scale, the adjoining cell will return the natural language text "Valid". If values outside this scale are entered the adjoining cells will return the text "Invalid".

The validation of scores is a critical element in insuring reliable results. Therefore, if invalid scores exist, a corresponding alert is returned to the Application Summary ("ALERT Invalid Scores Exist"), thus calling for remedial action. If all scores are "Valid" the returned text on the Application Summary will read "Scores Validated".

The weighting and score calculation process was detailed in Section 2 - Construction & Maintenance. Therefore, this present section is limited to an explanation of Items and Classes.

For purely evaluative inputs, the following value range is recommended:

- 1 = Poor
- 2 = Fair
- 3 = Average
- 4 = Good
- 5 = Excellent

5 00 Amount & Term of Loan

- 5 01 Size - JOD Amount relative to Application
- 5 02 Duration - Term relative to Borrower Capacity

These represent evaluative inputs and, in view of multiple variables, are difficult to auto-generate on the basis of pre-determined criteria. Borrower Contribution factors (see 1 11) do provide an indication.

5 03 Repayment Schedule

This field currently calls for an evaluative input. It should, in principle, be possible to auto-generate a value with reference to Term of the Loan (1 05) and Repayment Frequency (1 06). Relevant criteria need to be established.

6 00 Borrower Credentials/Reputation

- 6 01 Past Payment Record/History
- 6 03 Borrower Contribution - Form
- 6 04 Overall Management

These represent evaluative inputs, based on underwriter experience. The interpretive value range given earlier should assist the decision process.

6 02 Borrower Contribution (Percentage)

The value returned in this field is auto-calculated with reference to a corresponding criteria range (see the Parms sheet). It is also replicated on the Application Summary.

7 00 Sources of Repayment

- 7 01 Repayment from Borrower's Income
- 7 02 Borrower's Other Resources

Both values are replicated from the initial data entry process. They are re-introduced at this point in view of their contribution to the overall score.

8 00 Collateral

- 8 01 Total Amount

The amount replicated in this field originates from the Total Collateral calculated at 2 07 as a result of initial data entry

8 02 Coverage

8 03 Types - Ease of Liquidation

The values returned in these fields are the result of auto-calculations based on pre-determined criteria ranges which can be found on the Parns sheet

9 00 Overall SWOT (Borrower & Proposal)

9 01 Strengths

9 02 Weaknesses

9 03 Opportunities

9 04 Threats

These four inputs constitute the kind of intangibles which must be left to the discretion of an underwriter, based on experience. The interpretive value range provided earlier should render some assistance and a measure of consistency.

It should be noted that, by design, the inputs for 9 02 (Weaknesses) and 9 04 (Threats) result in negative item scores. Therefore, the higher the Weaknesses and Threats inputs on the scale of 1 to 5, the higher the negative affect on the Overall SWOT Class score. In so doing, input of negative values (e.g. -3) and reverse thought processes are avoided.

10 00 References & Recommendations

10 01 Prior Ledger Experience (JLGC)

10 02 Experience with Commercial Banks

10 03 Credit Reports

10 04 Submitting Bank Reference/Recommendations

10 05 Central Bank Reference/Recommendations

These five inputs constitute the kind of intangibles which must be left to the discretion of an underwriter, based on experience with such references. The interpretive value range provided earlier should render some assistance and provide a measure of consistency.

11 00 Overall Score

This numerical score represents the sum of all calculated and weighted Class Scores and results in a value which cannot exceed an ideal score of 100 00.

The Overall Score is replicated on the Application Summary as a primary indicator of the viability of the proposal.

12 00 Interpretation

The text returned in this cell represents the natural language equivalent of the numerical score within pre-determined ranges, the criteria for which are enumerated on the Parns sheet.

Returned text can be any of the following:

Excellent - Good - Average - Weak - Doubtful - Unacceptable

As with the numerical score, its textual equivalent is replicated on the Application Summary as a primary indicator of the viability of the proposal

5 3 PRE-SHIPMENT EXPORT CREDIT GUARANTEE MODEL - ECG

The Model recognizes the following Classes and Items

Prequalification Checklist & Initial Data Entry

0 00 Blacklistings/Suspensions/Embargoes

This Class provides for determination as to whether or not there exist detrimental conditions (Blacklistings etc) which could prevent JLGC from entertaining a given guarantee proposal. Provision has been made for the more common external and internal information sources. Entry of an additional source is enabled, both as a working field and as an example which can be expanded upon should the need arise. E.g. the field could be used to reflect blacklisting by a Jordanian Credit Bureau once this is established, or used to highlight the embargo of certain products or a destination country.

Data entry consists of a simple Y/N (yes/no) choice opposite each Item. If "Y" (yes) is selected, the adjoining cell will return the text 'Blacklisted' to serve as an alert on the Input sheet. If 'N' (no), no text will be returned.

The result of inputs to this Class is rolled up and reflected on the Application Summary as to whether or not Blacklistings exist. In the affirmative, the corresponding cell on the Summary sheet will return the text "ALERT Blacklistings Exist". If none, the text returned will be "None".

Subsidiary numbers in this Class reflect the specific Blacklistings which may be in effect.

1 00 Amount & Term of Loan

This Class provides for initial input of a loan's salient features, as follows:

1 01 Inside/Outside JLGC Objectives (I/O)

While somewhat evaluative, even a junior officer or trainee should be (made) familiar with JLGC's basic operating guidelines. If 'i' (Inside) is entered, the adjoining cell will return the text 'Inside JLGC Objectives'. If 'o' (Outside), the text will read "Outside JLGC Objectives". The returned text provides corresponding, textual replication on the Application Summary.

1 02 Meets JLGC Criteria (Y/N)

While somewhat evaluative, even a junior officer or trainee should be (made) familiar with JLGC's basic guarantee criteria. If 'y' (Yes) is entered, the adjoining cell will return the text 'Meets JLGC Criteria'. If 'n' (No), the text will read "Does Not meet JLGC Criteria". The returned text provides corresponding, textual replication on the Application Summary.

1 03 Type of Loan (E/N)

Entry of either "E" (Extension) or "N" (New) is required as yet another element in the final evaluation process. A natural language equivalent is returned in the adjoining cell and is replicated on the Application Summary.

1 04 Loan Amount in Transaction Currency

While JLGC's guarantee is invariably expressed in local currency (JOD), underlying loans can be expressed in either local or foreign currency. To facilitate calculations of relevant equivalent amounts, this field requires input of the Loan Amount in the currency of the export transaction.

1 05 Currency of Transaction

Input of the transaction currency is required to visually verify the correctness of the Exchange Rate entered at 1 06 (below). The use of the internationally recognized 3-alpha ISO code set for currency denomination is strongly recommended. In this manner operators become used to employing these structured codes, which are expected to become part and parcel of JLGC's envisaged, overall Information Technology Infrastructure.

Note Extreme care should be exercised to use the appropriate ISO code for the currency and visual verification of the message in the adjoining cell ("Multiply" or "Divide") by a reviewer is most strongly recommended, since conversion values are based on correct input. I.e. the formula reads =if(+cell="GBP", "Divide", "Multiply"). Translated: If the input cell at 1 05 (+E30) reads GBP (Pounds Sterling) the conversion method is Divide, otherwise Multiply. An incorrect entry (e.g. "BP" for British Pounds) will result in **erroneous calculations**, in turn affecting returned values and corresponding scores.

1 06 Exchange Rate

This field calls for input of the governing exchange rate for the Transaction Currency to facilitate automatic conversion and return of the local currency equivalent. If the Transaction Currency is JOD, an entry of 1 is required.

1 07 Term of Loan (# months)

Input of the Term of the Loan is replicated on the Application Summary to serve as an indicator in conjunction with other factors, of the overall viability of the loan.

1 08 Repayment Frequency (M,Q,S,A,B)

This field permits input of the proposed Repayment Frequency and provides for the following choices:

- M = Monthly
- Q = Quarterly
- S = Semi-Annually
- A = Annually
- B = Balloon at Maturity

ECG transactions normally are for short-term duration with repayment expected at the time of negotiation under the Letter of Credit. The usual input into this field will therefore be B (= Balloon at Maturity). The alternative choices are provided to accommodate unusual circumstances.

The corresponding natural language value is returned in the adjoining cell and replicated on the Application Summary to serve as an evaluation indicator in conjunction with other factors.

1 09 Number of Instalments (total #)

The value entered into this field in conjunction with its amount (see 1 10) is used to auto-calculate the value of the Loan Pay-Down (see 1 13), which can be either positive or negative.

In addition, the value entered into this field is replicated on the Application Summary to serve as an important element in the overall review process

For ECGs, the normal case will be a single payment at maturity, i.e. "1"

1 10 Amount of Each Installment (Transaction Currency)

The value input into this field is used to automatically calculate the corresponding JOD equivalent reflected in 1 11

1 11 Amount of Each Instalment (JOD)

The value returned in this cell is automatically calculated using the Amount of Each Instalment in the Transaction Currency (1 10) and the Exchange Rate (1 06)

1 12 Loan Amount in Local Currency (JOD)

The value returned in this cell is automatically calculated using the Loan Amount in the Transaction Currency (1 04) and the Exchange Rate (1 06)

1 13 Loan Pay-Down (calculated)

The value returned in this cell is auto-calculated by multiplying the results of the Number of Instalments (1 09) and the Amount of Each Instalment (1 11). If the amount at 1 12 is smaller than or equals the local currency Loan Amount (1 12), the adjoining cell will return the natural language message "Pay-Down Covers Loan". Alternatively, the message reads "Pay-Down Does NOT Cover Loan". The corresponding message is replicated on the Application Summary to serve as an indicator.

2 00 Letter of Credit

2 01 L/C Available? (y/n)

This field provides for input of a simple "y" or "n" (Yes or No) answer. If "y" is entered, a corresponding, available amount is expected to be input at 2 03 (Available Amount in the Transaction Currency). Either input affects the score (re 4 03).

2 02 L/C Confirmed? (y/n)

A simple "y" or "n" (Yes or No) value should be input. If "y" (Yes), this strengthens the guarantee proposal and is reflected in the resulting scores (see Item 4 04).

2 03 Available L/C Amount in Transaction Currency

The unused balance under the Letter of Credit, if available, must be entered in this field. It is used to auto-calculate Available Amount in JOD (2 04), as well as the L/C Value to Loan Ratio (2 05). It is also replicated at 4 05 under Nature of Transaction.

2 04 Available Amount in JOD

This field will return the auto-calculated JOD equivalent of the amount entered at 2 03 using the exchange rate entered at 1 06.

2 05 L/C Value to Loan Ratio

This field will return the automatically calculated percentage of coverage

3 00 Collateral

This Class provides for determination of the availability (or otherwise) of acceptable types of collateral and their corresponding amounts. With the exception of 3 07 Owner's Personal Guarantee - which requires a "y" or "n" (Yes/No input), all collateral types (3 01 through 3 06) require the entry of an applicable amount, including 0. The values in the adjoining cell range are auto-calculated as percentages of the Amount of the Loan. A set of pre-determined Ease of Realization values is used to arrive at calculated Realization Factors.

Item 3 07 (Total Collateral) represents the sums of both the collateral amounts and the overall percentage of Coverage with respect to the Amount of the Loan. The auto-summed Realization Factors are used to calculate a Blended Factor which, in turn, is used to return a discounted value of the total collateral to reflect the blended Ease of Realization.

4 00 Guarantee Ratios & Amounts

4 01 Guarantee Ratio

The value returned in this field is auto-calculated on the basis of pre-determined criteria ranges and percentages which can be found in the Parns Sheet.

The Guarantee Ratio is an important element in the overall assessment process and therefore is replicated on the Application Summary.

4 02 Loan Interest Rate

The value to be input in this field represents the interest rate the Participant Bank will charge on the loan to the borrower.

4 03 # of Days in the Year (365 or 366)

This field requires input of the number of days in the year over which the 180 days' interest portion is expected to be guaranteed by JLGC. Input can be either 365 (for non Leap Years) or 366 (for Leap Years). If either of these numbers is input, this factor will be used to calculate the interest portion of the guarantee. If another (invalid) number is entered, the adjoining cell will return the message "Invalid Base. Enter Correct Value!"

4 04 Guarantee of Principal Amount

The returned value in this field is auto-calculated on the basis of JLGC determined amount criteria, which can be found in the Parns sheet.

4 05 Guaranteed Loan Interest

The value returned in this field is auto-calculated, using the value of the principal amount of the guarantee (see 4 04), the Loan Interest Rate at 4 02 and 180 days divided by the year basis input at 4 03 (either 355 or 366).

4 06 Total Guarantee Amount

This amount is auto-calculated and represents the sum of the Guarantee Principal (see 4 04) and the interest component calculated at 4 05

The Total Guarantee Amount is an important element in the overall assesment process and therefore is replicated on the Application Summary

Refined Analysis & Evaluation

The inputs in this section are variably capable of being entered or represent calculated or replicated results on the basis of other inputs Where an adjoining cell displays the text 'Calculated' or "Replicated", corresponding scores are determined and the cells locked Where input is indicated, the corresponding values must be on a scale of 1 to 5 If on the scale, the adjoining cell will return the natural language text "Valid" If values outside this scale are entered the adjoining cells will return the text "Invalid"

The validation of scores is a critical element in insuring reliable results Therefore if Invalid scores exist, a corresponding alert is returned to the Application Summary ("ALERT Invalid Scores Exist"), thus calling for remedial action If all scores are "Valid", the returned text on the Application Summary will read "Scores Validated"

The weighting and score calculation process was detailed in Section 2 - Construction & Maintenance Therefore, this present section is limited to an explanation of Items and Classes

For purely evaluative inputs, the following value range is recommended

- 1 = Poor
- 2 = Fair
- 3 = Average
- 4 = Good
- 5 = Excellent

5 00 Nature of Transaction

5 01 Product

5 02 Destination Country

The inputs required in these cells are (Scale of 1 to 5) are subject to the evaluation of the underwriter, based on his/her experience

5 03 Letter of Credit Availability

5 04 Confirmed Letter of Credit Availability

The values in these cells are automatically returned as a result of original (y/n) inputs at cells 2 01 and 2 02. If a "y" response was originally entered, the returned value is 5. For an "n" response, the returned value will be 1. The respective returned values are used to score relevant availability or otherwise.

5 05 Available L/C Amount in the Currency

The returned value in this cell represents a pure replication of the amount originally entered at 2 03. It is used to calculate the JOD equivalent at 5 06 and is included in this Class to help provide a detailed overview of the Nature of the Transaction.

5 06 Available L/C Amount in JOD

The returned value in this cell is auto-calculated using the values returned at 5 05 (above) and 1 06 (Exchange Rate).

5 07 L/C Value to Loan Ratio

The rating returned in this field is automatically determined on the basis of a pre-established percentage range.

6 00 Financial & Exporter Experience

6 01 Trade References

6 02 Credit Reports

6 03 Bank References

6 04 Prior Ledger Experience

6 05 Exporter Experience

Of necessity, all elements in this Class must be based on the subjective evaluation of the Underwriter. The 1 to 5 (Poor to Excellent) rating scale referred to earlier should provide some assistance in arriving at an appropriate rating.

7 00 Financial Ratios & Statement Quality

7 01 Liquidity

7 02 Coverage

7 03 Leverage

7 04 Operating

7 05 Statement Quality/Adequacy/Accuracy

The values returned in these fields are the result of auto-calculations or replication derived from inputs to the FinStat sheet. Calculations are based on pre-determined criteria ranges which can be found on the Parms sheet.

8 00 Collateral

8 01 Total Collateral - Coverage

The rating returned in this field is auto-calculated on the basis of collateral availability as determined by previous inputs (see 3 00) and a formula, whose range can be found on the Parms sheet. This rating is used to determine a corresponding score.

8 02 Collateral Types - Ease of Liquidation

The rating returned in this field is the result of auto-calculation based on the calculations of a Blended Factor at 3 00 and a predetermined criteria range which can be found on the Parms sheet.

9 00 Overall Score

This numerical score represents the sum of all calculated and weighted Class Scores and results in a value which cannot exceed an ideal score of 100 00.

The Overall Score is replicated on the Application Summary as a primary indicator of the viability of the proposal.

10 00 Interpretation

The text returned in this cell represents the natural language equivalent of the numerical score within pre-determined ranges, the criteria for which are enumerated on the Parms sheet.

Returned text can be any of the following:

Excellent - Good - Average - Weak - Doubtful - Unacceptable

As with the numerical score, its textual equivalent is replicated on the Application Summary as a primary indicator of the viability of the proposal.

SUMMARY

JORDAN LOAN GUARANTEE CORPORATION

APPENDIX VI-B

DOMESTIC LOAN GUARANTEES

CREDIT EVALUATION/SCORING MODEL

APPLICATION SUMMARY

Name of Presenting Bank	Jordan National Bank	JLGC Ref #	100/12345
Presenting Bank Branch	Shme'sani, Amman	Bank Ref #	13/98765
Name & Address of Applicant	Hosam Enterprises, P O Box 11194, Jabal Amman		
Project ID #/Name/Description	Buying a new taxi		

Blacklistings	None	First Mortgage	75,000	Loan Amount	51,000 000
Validation	Scores Validated	Mortgage/Loan Coverage	147%	Purpose	Taxis
Criteria	Meets JLGC Criteria	Collateral/ Loan Ratio	265%	Type	New
Objective	Inside JLGC Objectives	Total Collateral	135,000	Guarantee Ratio	50 00%
Pay-Down	Pay-Down Does NOT Cover Loan	# Instalments	24	Guarantee Amount (P+I)	26,757 534
Borrower Contribution	2%	Term (mos)	24	Score	50 65
Repayment	Monthly			Risk	Doubtful

Underwriter	Decline	Reason	Risk and Criteria factors	Officer	Omar Qayyam
Reviewer	Accept	Comment	Loan is well secured + Inside JLGC objectives	Officer	Haroun Al-Rashid

First Washington Associates Ltd Sep 21/99

INPUTS

JORDAN LOAN GUARANTEE CORPORATION

DOMESTIC LOAN GUARANTEES

CREDIT EVALUATION/SCORING MODEL

PREQUALIFICATION CHECKLIST & INITIAL DATA ENTRY

Name of Presenting Bank **Jordan National Bank** JLGC Ref # **100/12345**

Presenting Bank Branch **Shme'sani, Amman** Bank Ref # **13/98765**

Name & Address of Applicant **Hosam Enterprises, P O Box 11194, Jabal Amman**

Project ID #/Name/Description **Buying a new taxi**

#	CLASS/ITEM	INPUTS
0 00	Blacklistings/Suspensions	Y/N
0 01	Presenting Financial Institution	n
0 02	Central Bank of Jordan	n
0 03	Amman Financial Markets	n
0 04	Jordan Loan Guarantee Corp	n
0 05	(specify)	n
1 00	Amount, Term & Purpose of Loan	
1 01	Inside/Outside JLGC Objectives (I/O)	i
1 02	Meets JLGC Criteria (Y/N)	y
1 03	Total Project Investment (JOD)	52,000
1 04	Amount of Loan (JOD)	51,000
1 05	Term of Loan (# months)	24
1 06	Repayment Frequency (M Q S A B)	m
1 07	Number of Instalments (total #)	24
1 08	Amount of Each Instalment (JOD)	2,000
1 09	Purpose of Loan (A,C I,T,W)	t
1 10	Type of Loan (E,N)	n
1 11	Loan Pay-Down (calculated)	48,000
1 12	Borrowers' Contribution (calculated)	1,000

Inside JLGC Objectives

Meets JLGC Criteria

Monthly

Taxis

New

Pay-Down Does NOT Cover Loan

2%

INPUTS

			Ease of Realization	Realization Factor	Blended Factor
2 00 Collateral					
2 01 Owner's Personal Guarantee (Y/N)	y	100%	1	1	
2 02 Assignment of Receivables (JOD)	0	0%	5	0	
2 03 Floating Charge on Equipment (JOD)	0	0%	3	0	
2 04 First Mortgage on Real Estate (JOD)	75,000	147%	2	2 9	
2 05 Bank Guarantee (JOD)	50,000	98%	4	3 9	
2 06 Cash Deposits (JOD)	10,000	20%	5	1 0	
2 07 Total Collateral (calculated)	135,000	365%		8 8	32%
3 00 Sources of Repayment					
3 01 Repayments from Project (replicated)	48,000	94%			
3 02 Borrower s Other Income (JOD)	0	0%			
3 03 Other Sources of Repayment (JOD)	3,000	6%			
3 04 Total Other Sources (calculated)	3,000	6%			
3 05 Total Coverage (calculated)	51,000	100%			
4 00 Guarantee Ratios & Amounts					
4 01 Guarantee Ratio	50 00%	Calculated			
4 02 Loan Interest Rate	10 00%				
4 03 # Days in the Year 365 or 366)	365	TRUE			
4 04 Guarantee of Pricipal Loan Amount	25,500 000	Calculated			
4 05 Guarantee of Loan Interest (180 days)	1,257 534	Calculated			
4 06 Total Guarantee Amount (P+I)	26,757 534	Calculated			

INPUTS

REFINED ANALYSIS & EVALUATION

#	CLASS/ITEM	INPUTS (1,2,3,4,5)	VALIDITY CHECK TRUE	ITEM WEIGHT	ITEM SCORE	CLASS TOTAL	CLASS WEIGHT	CLASS SCORE
5 00	Amount & Term of Loan					2 75	1	2 75
5 01	Size - JOD Amount relative to Application	2	Valid	50%	1 00			
5 02	Duration - Term relative to Borrower Capacity	3	Valid	25%	0 75			
5 03	Repayment Schedule	4	Valid	25%	1 00			
6 00	Borrower Credentials/Reputation					2 40	2	4 80
6 01	Past Payment Record/History	3	Valid	30%	0 90			
6 02	Borrower Contribution (Percentage)	1	Calculated	30%	0 30			
6 03	Borrower Contribution (Form)	3	Valid	20%	0 60			
6 04	Overall Management	3	Valid	20%	0 60			
7 00	Feasibility Study					2 60	2	5 20
7 01	Market - Product/Competition	4	Valid	30%	1 20			
7 02	Technical Ability	2	Valid	30%	0 60			
7 03	Financial Viability	2	Valid	30%	0 60			
7 04	Project Size & # Employees	2	Valid	10%	0 20			
8 00	Sources of Repayment					2 60	2	5 20
8 01	Repayment from Project	3	Replicated	80%	2 40			
8 02	Borrower's Other Resources	1	Replicated	20%	0 20			
9 00	Financial Ratios & Statement Quality					2 45	5	12 25
9 01	Liquidity	2	Calculated	30%	0 60			
9 02	Coverage	3	Calculated	15%	0 45			
9 03	Leverage	2	Calculated	15%	0 30			
9 04	Operating	3	Calculated	30%	0 90			
9 05	Statement Quality/Adequacy/Accuracy	2	Replicated	10%	0 20			
10 00	Collateral					4 75	3	14 25
10 01	Total Amount	135,000	Replicated					
10 02	Coverage	5	Calculated	75%	3 75			
10 03	Types - Ease of Liquidation	4	Calculated	25%	1 00			

INPUTS

11 00	Overall SWOT (Borrower & Project)					-0 50	2	-1 00
11 01	Strengths	2	Valid	25%	0 50			
11 02	Weaknesses	4	Valid	-25%	-1 00			
11 03	Opportunities	1	Valid	25%	0 25			
11 04	Threats	1	Valid	-25%	-0 25			
12 00	References & Recommendations					2 40	3	7 20
12 01	Prior Ledger Experience (JLGC)	2	Valid	20%	0 40			
12 02	Experience with Commercial Banks	3	Valid	20%	0 60			
12 03	Credit Reports	3	Valid	20%	0 60			
12 04	Submitting Bank Reference/Recommendations	3	Valid	20%	0 60			
12 05	Central Bank Reference/Recommendations	1	Valid	20%	0 20			
13 00				Overall Score				50 65
14 00				Interpretation				Doubtful

JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODEL

FINANCIAL STATEMENT ANALYSIS

Page 1

NAME OF BORROWER Hosam Enterprises, P O Box 11194, Jabal Amman

INCOME STATEMENT	1998	1999	2000	2001	2002	2003	2004
REVENUE	1,745,766	1,827,421					
COST OF GOODS SOLD	1,220,372	1,258,920					
GROSS PROFIT	525,394	568,501	0	0	0	0	0
OPERATING EXPENSES	387,446	413,428					
DEPRECIATION & AMORTIZATION	47,792	54,907					
EBIT (EARNINGS B/F INTEREST & TAXES)	90,156	100,166	0	0	0	0	0
INTEREST	40,226	37,871					
EARNINGS BEFORE TAXES	49,930	62,295	0	0	0	0	0
INCOME TAX	9,250	12,850					
NET INCOME	40,680	49,445	0	0	0	0	0
BEGINNING RETAINED EARNINGS	245,137	274,817					
DIVIDENDS	11,000	12,000					
ADDITIONS TO RESERVE ACCOUNTS							
ENDING RETAINED EARNINGS	274,817	312,262	0	0	0	0	0

ASSETS

CURRENT ASSETS

CASH	8,962	9,772					
ACCOUNTS RECEIVABLE	292,552	311,634					
INVENTORY	240,578	249,283					
PREPAID EXPENSES	6,822	8,765					
TOTAL CURRENT ASSETS	548,914	579,454	0	0	0	0	0

NON-CURRENT ASSETS

LEASED EQUIPMENT	100,000	100,000					
LESS AMORTIZATION	-40,000	-60,000					
PROPERTY PLANT & EQUIPMENT	638,811	668,811					
LESS AMORTIZATION	-159,916	-194,823					
TOTAL NON-CURRENT ASSETS	538,895	513,988	0	0	0	0	0

1/20

FINSTAT

TOTAL ASSETS	1,087,809	1,093,442	0	0	0	0	0
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JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODEL

FINANCIAL STATEMENT ANALYSIS

Page 2

NAME OF BORROWER Hosam Enterprises, P O Box 11194, Jabal Amman

LIABILITIES & EQUITY	1998	1999	2000	2001	2002	2003	2004
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	321,850	302,318					
INCOME TAX PAYABLE	4,800	7,950					
OTHER TAXES PAYABLE	10,927	12,330					
MORTGAGE - CURRENT	32,093	32,093					
LEASE- CURRENT	19,718	22,218					
ACCRUED LIABILITIES	40,450	39,633					
TOTAL CURRENT LIABILITIES	429,838	416,542	0	0	0	0	0
NON-CURRENT LIABILITIES							
MORTGAGE - NON CURRENT	225,900	224,702					
DEFERRED TAXES	10,000	14,900					
LEASE - NON CURRENT	47,254	25,036					
TOTAL NON-CURRENT LIABILITIES	283,154	264,638	0	0	0	0	0
NEW DEBT							
TOTAL LIABILITIES	712,992	681,180	0	0	0	0	0
OWNERS' EQUITY							
CAPITAL STOCK	100,000	100,000					
RETAINED EARNINGS	274,817	312,262					
TOTAL EQUITY	374,817	412,262	0	0	0	0	0
TOTAL LIABILITIES & EQUITY	1,087,809	1,093,442	0	0	0	0	0

FINSTAT

BALANCE SHEET CHECK

CHECK

CHECK

CHECK

CHECK

CHECK

CHECK

CHECK

JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODEL

FINANCIAL STATEMENT ANALYSIS

Page 3

NAME OF BORROWER Hosam Enterprises, P O Box 11194, Jabal Amman

FINANCIAL STATEMENT QUALITY EVALUATION

Poor 1	Fair 2	Average 3	Good 4	Excellent 5
Prepared by Borrower	Prepared by Borrower	Prepared by Local Acctnt	Prepared by Local Acctnt	Prepared by Int'l Acctnt
Little Detail	Good Detail	Little Detail	Good detail	Good detail
Inconsistent	Consistent	Consistent	Consistent	Consistent
Errors exist	Apparently Error-free	Apparently Error-free	Apparently error-free	Apparently error-free
Unaudited	Unaudited	Unaudited	Audited	Audited

Enter your score

COMMON FINANCIAL RATIOS

	1998	1999	2000	2001	2002	2003	2004
<i>LIQUIDITY RATIOS</i>							
CURRENT RATIO	1 28	1 39	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
SALES/RECEIVABLES	5 97	5 86	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<i>COVERAGE RATIOS</i>							
EBIT/INTEREST	2 24	2 64	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<i>LEVERAGE RATIOS</i>							
DEBT/NET WORTH	1 90	1 65	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
FIXED ASSETS/NET WORTH	1 44	1 25	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<i>OPERATING RATIOS</i>							
EARNINGS BEFORE TAX/NET WORTH	0 13	0 15	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
EARNINGS BEFORE TAX/ASSETS	0 05	0 06	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

PARMS

JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODEL

DLG SCORING PARAMETERS

E77 - BORROWER CONTRIBUTION

<5%	1
5-9%	2
10-14%	3
15-19%	4
>=20%	5

E88 - REPAYMENT FROM PROJECT

<85%	1
85-89%	2
90-94%	3
95-99%	4
>=100%	5

E89 - REPAYMENT FROM OTHER SOURES

<10%	1
10-14%	2
15-19%	3
20-24%	4
>=25%	5

I43 I49 - BLENDED COLLATERAL REALIZATION

<10%	1
10-19%	2
20-29%	3
30-39%	4
>40%	5

J70 J110 - CLASS WEIGHTINGS

5 00	Amount & Term of Loan	1
6 00	Borrower Credentials/Reputation	2
7 00	Feasibility Study	2
8 00	Sources of Repayment	2
9 00	Financial Ratios & Statement Quality	5
10 00	Collateral	3
11 00	Overall SWOT (Borrower & Project)	2
12 00	References & Recommendations	3
Total weight		20
Maximum Class Total		5
Maximum (20x5)		100

E100 - COLLATERAL COVERAGE

<50%	1
50-74%	2
75-99%	3
100-124%	4
>=125%	5

K119 - SCORE INTERPRETATION

>89	Excellent
75-89	Good
65-74	Average
55-64	Weak
45-54	Doubtful
<45	Unacceptable

VALIDITY TEST =

INPUTS CELL F69

BLACKLIST TEST =

INPUTS CELL F19

GUARANTEE RATIO =

INPUTS CELL E59

PARMS

GUARANTEE RATIOS (DLG OTHER THAN HOUSING)

<=40 000	75%
<100 000	50%
>100,000	50% Partial

Partial = (Limit/Loan)*Partial Percentage e g (100,000/150,000)* 50

CREDIT EVALUATION RATINGS

VARIABLE	1	2	3	4	5
Liquidity Current Ratio	<1 0	1 0-1 5	1 6-2 0	2 1-2 5	>2 5
Coverage EBIT/Interest	<1 0	1 0-1 9	2 0-2 9	3 0-3 9	>4 0
Leverage Debt/Worth	>4 0	3 0-3 9	2 0-2 9	1 0-1 9	<1 0
Operating Earnings b/f Tax/Worth	< 05	06- 10	11- 15	16- 20	> 20
Management/Administration	Poor	Fair	Average	Good	Excellent

FINANCIAL STATEMENT QUALITY EVALUATION

Poor 1	Fair 2	Average 3	Good 4	Excellent 5
Prepared by Borrower	Prepared by Borrower	Prepared by Local Acctnt	Prepared by Local Acctnt	Prepared by Int'l Acctnt
Little Detail	Good Detail	Little Detail	Good detail	Good detail
Inconsistent	Consistent	Consistent	Consistent	Consistent
Errors exist	Apparently Error-free	Apparently Error-free	Apparently error-free	Apparently error-free
Unaudited	Unaudited	Unaudited	Audited	Audited

PARMS

JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODEL

DLG SCORING PARAMETERS

E77 - BORROWER CONTRIBUTION

<5%	1
5-9%	2
10-14%	3
15-19%	4
>=20%	5

E88 - REPAYMENT FROM PROJECT

<85%	1
85-89%	2
90-94%	3
95-99%	4
>=100%	5

E89 - REPAYMENT FROM OTHER SOURES

<10%	1
10-14%	2
15-19%	3
20-24%	4
>=25%	5

I43 I49 - BLENDED COLLATERAL REALIZATION

<10%	1
10-19%	2
20-29%	3
30-39%	4
>40%	5

J70 J110 - CLASS WEIGHTINGS

5 00	Amount & Term of Loan	1
6 00	Borrower Credentials/Reputation	2
7 00	Feasibility Study	2
8 00	Sources of Repayment	2
9 00	Financial Ratios & Statement Quality	5
10 00	Collateral	3
11 00	Overall SWOT (Borrower & Project)	2
12 00	References & Recommendations	3
Total weight		20
Maximum Class Total		5
Maximum (20x5)		100

E100 - COLLATERAL COVERAGE

<50%	1
50-74%	2
75-99%	3
100-124%	4
>=125%	5

K119 - SCORE INTERPRETATION

>89	Excellent
75-89	Good
65-74	Average
55-64	Weak
45-54	Doubtful
<45	Unacceptable

VALIDITY TEST = INPUTS CELL F69

BLACKLIST TEST = INPUTS CELL F19

GUARANTEE RATIO = INPUTS CELL E59

PARMS

GUARANTEE RATIOS (DLG OTHER THAN HOUSING)

<=40 000	75%
<100,000	50%
>100,000	50% Partial

Partial = (Limit/Loan)*Partial Percentage, e g (100,000/150,000)* 50

CREDIT EVALUATION RATINGS

VARIABLE	1	2	3	4	5
Liquidity Current Ratio	<1 0	1 0-1 5	1 6-2 0	2 1-2 5	>2 5
Coverage EBIT/Interest	<1 0	1 0-1 9	2 0-2 9	3 0-3 9	>4 0
Leverage Debt/Worth	>4 0	3 0-3 9	2 0-2 9	1 0-1 9	<1 0
Operating Earnings b/f Tax/Worth	< 05	06- 10	11- 15	16- 20	> 20
Management/Administration	Poor	Fair	Average	Good	Excellent

FINANCIAL STATEMENT QUALITY EVALUATION

Poor 1	Fair 2	Average 3	Good 4	Excellent 5
Prepared by Borrower	Prepared by Borrower	Prepared by Local Acctnt	Prepared by Local Acctnt	Prepared by Int'l Acctnt
Little Detail	Good Detail	Little Detail	Good detail	Good detail
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Unaudited	Unaudited	Unaudited	Audited	Audited

FINSTAT

JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODEL

FINANCIAL STATEMENT ANALYSIS

Page 1

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INTEREST	40,226	37,871					
EARNINGS BEFORE TAXES	49,930	62,295	0	0	0	0	0
INCOME TAX	9,250	12,850					
NET INCOME	40,680	49,445	0	0	0	0	0
BEGINNING RETAINED EARNINGS	245,137	274,817					
DIVIDENDS	11,000	12,000					
ADDITIONS TO RESERVE ACCOUNTS							
ENDING RETAINED EARNINGS	274,817	312,262	0	0	0	0	0

ASSETS

CURRENT ASSETS

CASH	8,962	9,772					
ACCOUNTS RECEIVABLE	292,552	311,634					
INVENTORY	240,578	249,283					
PREPAID EXPENSES	6,822	8,765					
TOTAL CURRENT ASSETS	548,914	579,454	0	0	0	0	0

NON-CURRENT ASSETS

LEASED EQUIPMENT	100,000	100,000					
LESS AMORTIZATION	-40,000	-60,000					
PROPERTY PLANT & EQUIPMENT	638,811	668,811					
LESS AMORTIZATION	-159,916	-194,823					
TOTAL NON-CURRENT ASSETS	538,895	513,988	0	0	0	0	0

FINSTAT

TOTAL ASSETS	1,087,809	1,093,442	0	0	0	0	0
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JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODEL

FINANCIAL STATEMENT ANALYSIS

Page 2

NAME OF BORROWER Hosam Enterprises, P O Box 11194, Jabal Amman

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CURRENT LIABILITIES							
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INCOME TAX PAYABLE	4,800	7,950					
OTHER TAXES PAYABLE	10,927	12,330					
MORTGAGE - CURRENT	32,093	32,093					
LEASE- CURRENT	19,718	22,218					
ACCRUED LIABILITIES	40,450	39,633					
TOTAL CURRENT LIABILITIES	429,838	416,542	0	0	0	0	0
NON-CURRENT LIABILITIES							
MORTGAGE - NON CURRENT	225,900	224,702					
DEFERRED TAXES	10,000	14,900					
LEASE - NON CURRENT	47,254	25,036					
TOTAL NON-CURRENT LIABILITIES	283,154	264,638	0	0	0	0	0
NEW DEBT							
TOTAL LIABILITIES	712,992	681,180	0	0	0	0	0
OWNERS' EQUITY							
CAPITAL STOCK	100,000	100,000					
RETAINED EARNINGS	274,817	312,262					
TOTAL EQUITY	374,817	412,262	0	0	0	0	0
TOTAL LIABILITIES & EQUITY	1,087,809	1,093,442	0	0	0	0	0

FINSTAT

BALANCE SHEET CHECK

CHECK

CHECK

CHECK

CHECK

CHECK

CHECK

CHECK

JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODEL

FINANCIAL STATEMENT ANALYSIS

Page 3

NAME OF BORROWER Hosam Enterprises, P O Box 11194, Jabal Amman

FINANCIAL STATEMENT QUALITY EVALUATION

Poor 1	Fair 2	Average 3	Good 4	Excellent 5
Prepared by Borrower Little Detail Inconsistent Errors exist Unaudited	Prepared by Borrower Good Detail Consistent Apparently Error-free Unaudited	Prepared by Local Acctnt Little Detail Consistent Apparently Error-free Unaudited	Prepared by Local Acctnt Good detail Consistent Apparently error-free Audited	Prepared by Int'l Acctnt Good detail Consistent Apparently error-free Audited

Enter your score 2

COMMON FINANCIAL RATIOS

	1998	1999	2000	2001	2002	2003	2004
<i>LIQUIDITY RATIOS</i>							
CURRENT RATIO	1 28	1 39	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
SALES/RECEIVABLES	5 97	5 86	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<i>COVERAGE RATIOS</i>							
EBIT/INTEREST	2 24	2 64	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<i>LEVERAGE RATIOS</i>							
DEBT/NET WORTH	1 90	1 65	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
FIXED ASSETS/NET WORTH	1 44	1 25	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<i>OPERATING RATIOS</i>							
EARNINGS BEFORE TAX/NET WORTH	0 13	0 15	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
EARNINGS BEFORE TAX/ASSETS	0 05	0 06	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

INPUTS

JORDAN LOAN GUARANTEE CORPORATION

DOMESTIC LOAN GUARANTEES

CREDIT EVALUATION/SCORING MODEL

PREQUALIFICATION CHECKLIST & INITIAL DATA ENTRY

Name of Presenting Bank **Jordan National Bank** JLGC Ref # **100/12345**

Presenting Bank Branch **Shme'sani, Amman** Bank Ref # **13/98765**

Name & Address of Applicant **Hosam Enterprises, P O Box 11194, Jabal Amman**

Project ID #/Name/Description **Buying a new taxi**

#	CLASS/ITEM	INPUTS
0 00	Blacklistings/Suspensions	Y/N
0 01	Presenting Financial Institution	n
0 02	Central Bank of Jordan	n
0 03	Amman Financial Markets	n
0 04	Jordan Loan Guarantee Corp	n
0 05	(specify)	n
1 00	Amount, Term & Purpose of Loan	
1 01	Inside/Outside JLGC Objectives (I/O)	i
1 02	Meets JLGC Criteria (Y/N)	y
1 03	Total Project Investment (JOD)	52,000
1 04	Amount of Loan (JOD)	51,000
1 05	Term of Loan (# months)	24
1 06	Repayment Frequency (M Q,S A B)	m
1 07	Number of Instalments (total #)	24
1 08	Amount of Each Instalment (JOD)	2,000
1 09	Purpose of Loan (A C I,T,W)	t
1 10	Type of Loan (E,N)	n
1 11	Loan Pay-Down (calculated)	48,000
1 12	Borrowers' Contribution (calculated)	1,000

Inside JLGC Objectives

Meets JLGC Criteria

Monthly

Taxis

New

Pay-Down Does NOT Cover Loan

2%

INPUTS

		Coverage	Ease of Realization	Realization Factor	Blended Factor
2 00 Collateral					
2 01 Owner's Personal Guarantee (Y/N)	y	100%	1	1	
2 02 Assignment of Receivables (JOD)	0	0%	5	0	
2 03 Floating Charge on Equipment (JOD)	0	0%	3	0	
2 04 First Mortgage on Real Estate (JOD)	75,000	147%	2	2 9	
2 05 Bank Guarantee (JOD)	50,000	98%	4	3 9	
2 06 Cash Deposits (JOD)	10,000	20%	5	1 0	
2 07 Total Collateral (calculated)	135,000	365%		8 8	32%
3 00 Sources of Repayment					
3 01 Repayments from Project (replicated)	48,000	94%			
3 02 Borrower's Other Income (JOD)	0	0%			
3 03 Other Sources of Repayment (JOD)	3,000	6%			
3 04 Total Other Sources (calculated)	3,000	6%			
3 05 Total Coverage (calculated)	51,000	100%			
4 00 Guarantee Ratios & Amounts					
4 01 Guarantee Ratio	50 00%	Calculated			
4 02 Loan Interest Rate	10 00%				
4 03 # Days in the Year 365 or 366)	365	TRUE			
4 04 Guarantee of Pricipal Loan Amount	25,500 000	Calculated			
4 05 Guarantee of Loan Interest (180 days)	1,257 534	Calculated			
4 06 Total Guarantee Amount (P+I)	26,757 534	Calculated			

INPUTS

REFINED ANALYSIS & EVALUATION

#	CLASS/ITEM	INPUTS (1,2,3,4,5)	VALIDITY CHECK TRUE	ITEM WEIGHT	ITEM SCORE	CLASS TOTAL	CLASS WEIGHT	CLASS SCORE
5 00	Amount & Term of Loan					2 75	1	2 75
5 01	Size - JOD Amount relative to Application	2	Valid	50%	1 00			
5 02	Duration - Term relative to Borrower Capacity	3	Valid	25%	0 75			
5 03	Repayment Schedule	4	Valid	25%	1 00			
6 00	Borrower Credentials/Reputation					2 40	2	4 80
6 01	Past Payment Record/History	3	Valid	30%	0 90			
6 02	Borrower Contribution (Percentage)	1	Calculated	30%	0 30			
6 03	Borrower Contribution (Form)	3	Valid	20%	0 60			
6 04	Overall Management	3	Valid	20%	0 60			
7 00	Feasibility Study					2 60	2	5 20
7 01	Market - Product/Competition	4	Valid	30%	1 20			
7 02	Technical Ability	2	Valid	30%	0 60			
7 03	Financial Viability	2	Valid	30%	0 60			
7 04	Project Size & # Employees	2	Valid	10%	0 20			
8 00	Sources of Repayment					2 60	2	5 20
8 01	Repayment from Project	3	Replicated	80%	2 40			
8 02	Borrower's Other Resources	1	Replicated	20%	0 20			
9 00	Financial Ratios & Statement Quality					2 45	5	12 25
9 01	Liquidity	2	Calculated	30%	0 60			
9 02	Coverage	3	Calculated	15%	0 45			
9 03	Leverage	2	Calculated	15%	0 30			
9 04	Operating	3	Calculated	30%	0 90			
9 05	Statement Quality/Adequacy/Accuracy	2	Replicated	10%	0 20			
10 00	Collateral					4 75	3	14 25
10 01	Total Amount	135,000	Replicated					
10 02	Coverage	5	Calculated	75%	3 75			
10 03	Types - Ease of Liquidation	4	Calculated	25%	1 00			

INPUTS

11 00	Overall SWOT (Borrower & Project)					-0 50	2	-1 00
11 01	Strengths	2	Valid	25%	0 50			
11 02	Weaknesses	4	Valid	-25%	-1 00			
11 03	Opportunities	1	Valid	25%	0 25			
11 04	Threats	1	Valid	-25%	-0 25			
12 00	References & Recommendations					2 40	3	7 20
12 01	Prior Ledger Experience (JLGC)	2	Valid	20%	0 40			
12 02	Experience with Commercial Banks	3	Valid	20%	0 60			
12 03	Credit Reports	3	Valid	20%	0 60			
12 04	Submitting Bank Reference/Recommendations	3	Valid	20%	0 60			
12 05	Central Bank Reference/Recommendations	1	Valid	20%	0 20			
13 00				Overall Score				50 65
14 00				Interpretation				Doubtful

SUMMARY

JORDAN LOAN GUARANTEE CORPORATION

APPENDIX VI-C

HOUSING LOAN GUARANTEES

CREDIT EVALUATION/SCORING MODEL

APPLICATION SUMMARY

Name of Presenting Bank	Housing Bank Ltd	JLGC Ref #	100/12345
Presenting Bank Branch	Shme'sani, Amman	Bank Ref #	13/98765
Name & Address of Applicant	Abu Khadra, P O Box 11194, Jabal Amman		
Project ID #/Name/Description	Apartment Purchase		
Blacklistings	ALERT Blacklistings Exist	First Mortgage	75,000
Validation	Scores Validated	Loan Amount	48,000
Criteria	Meets JLGC Criteria	Type	New
Objective	Inside JLGC Objectives	Mortgage/Loan Coverage	156%
Pay-Down	Pay-Down Covers Loan	Term (mos)	24
Borrower Contribution	25%	Collateral/ Loan Ratio	281%
Repayment	Monthly	Guarantee Ratio	75 00%
		Total Collateral	135,000
		Guarantee Amount (P+I)	37,775 342
		# Instalments	24
		Score	58 25
		Risk	Weak

Underwriter	<u>Decline</u> Reason	<u>Risk and Criteria factors</u>	Officer	<u>Omar Qayyam</u>
Reviewer	<u>Accept</u> Comment	<u>Loan is well secured + Inside JLGC objectives</u>	Officer	<u>Haroun Al-Rashid</u>

First Washington Associates Ltd

Sep 21/99

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SUMMARY

JORDAN LOAN GUARANTEE CORPORATION

APPENDIX VI-D

PRE-SHIPMENT EXPORT CREDIT GUARANTEES

CREDIT EVALUATION/SCORING MODEL

APPLICATION SUMMARY

Name of Presenting Bank	Jordan National Bank	JLGC Ref #	100/12345
Presenting Bank Branch	Shme'sani, Amman	Bank Ref #	13/98765
Name & Address of Applicant	"KK" Universal Exports, P O Box 11194, Jabal Amman		
Nature of Transaction	Export of dried apricots to Canada		
Blacklistings	ALERT Blacklistings Exist	Type	Extension
Loan Amount	14,705 882		
Validation	Scores Validated	# Instalments	1
Currency	gbp		
Criteria	Does NOT Meet JLGC Criteria	Total Collateral	30,000
Objective	Outside JLGC Objectives	Ease of Collateral Realization	15%
Guarantee Amount (JOD)	11,573 328		
Pay-Down	Pay-Down Covers Loan	Score	87 00
Repayment	Balloon-at-Maturity	Risk	Good

Underwriter	Decline, Reason	Risk and Criteria factors	Officer	Omar Qayyam
Reviewer	Accept, Comment	Loan is well secured + Inside JLGC objectives	Officer	Haroun Al-Rashid

First Washington Associates Ltd - Sep 21/99

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INPUTS

JORDAN LOAN GUARANTEE CORPORATION

PRE-SHIPMENT EXPORT CREDIT GUARANTEES

CREDIT EVALUATION/SCORING MODEL

PREQUALIFICATION CHECKLIST & DATA ENTRY

Name of Presenting Bank	Jordan National Bank	JLGC Ref #	100/12345
Presenting Bank Branch	Shme'sani, Amman	Bank Ref #	13/98765
Name & Address of Exporter	"KK" Universal Exports, P.O. Box 11194, Jabal Amman		
Nature of Transaction	Export of dried apricots to Canada		

#	CLASS/ITEM	INPUTS	
0 00	Blacklistings/Suspensions/Embargoes	Y/N	TRUE
0 01	Presenting Financial Institution	n	
0 02	Central Bank of Jordan	y	Blacklisted
0 03	Amman Financial Markets	n	
0 04	Jordan Loan Guarantee Corp	n	
0 05	(specify)	n	
1 00	Amount & Term of Loan		
1 01	Inside/Outside JLGC Objectives (I/O)	o	Outside JLGC Objectives
1 02	Meets JLGC Criteria (Y/N)	n	Does NOT Meet JLGC Criteria
1 03	Type of Loan - New or Extension (N/E)	e	Extension
1 04	Loan Amount in Transaction Currency	12,500	
1 05	Currency of Transaction (ISO Code!)	gbp	Divide
1 06	Exchange Rate	8500	
1 07	Term of Loan (# months)	6	
1 08	Repayment Frequency (M,Q,S,A,B)	b	Balloon-at-Maturity
1 09	Number of Instalments (total #)		
1 10	Amount of Each Instalment (Transaction Ccy)	12,500 35	
1 11	Amount of Each Instalment (JOD)	14,706 294	Calculated
1 12	Loan Amount in Local Currency (JOD)	14,705 882	Calculated
1 13	Loan Pay-Down (calculated)	14,706 294	Pay-Down Covers Loan

INPUTS

2 00 Letter of Credit

2 01	L/C Available (y/n)	y	
2 02	L/C Confirmed (y/n)	y	
2 03	Available Amount in Transaction Currency	13,000	
2 04	Available Amount in JOD	15,294	Calculated
2 05	L/C Value to Loan Ratio	104%	Calculated

3 00 Collateral

		Coverage	Ease of Realization	Realization Factor	Blended Factor
3 01	Assignment of L/C Balance (JOD Amount)	15,294	104%	5	5 20
3 02	Draft Payable to the Bank (JOD)	14,706	100%	2	2 00
3 03	Floating Charge on Equipment (JOD)	0	0%	3	0 00
3 04	First Mortgage on Real Estate (JOD)	0	0%	2	0 00
3 05	Bank Guarantee (JOD)	0	0%	5	0 00
3 06	Cash Deposits (JOD)	0	0%	5	0 00
3 07	Owner s Personal Guarantee (Y/N)	n	0%	1	0 00
3 08	Total Collateral - Amount	30,000	204%	7 2	15%

4 00 Guarantee Ratios & Amounts

4 01	Guarantee Ratio	75 00%	
4 02	Loan Interest Rate	10 00%	
4 03	# Days in the Year	365	TRUE
4 04	Guarantee of Pricipal Loan Amount	11,029 412	Calculated
4 05	Guarantee of Loan Interest (180 days)	543 916	Calculated
4 06	Total Guarantee Amount (P+I)	11,573 328	Calculated

REFINED ANALYSIS & EVALUATION

		VALIDITY CHECK TRUE	ITEM WEIGHT	ITEM SCORE	CLASS TOTAL	CLASS WEIGHT	CLASS SCORE
5 00	Nature of Transaction				5 00	5 00	25 00
5 01	Product (Scale 1-5)	Valid	10 00%	0 50			
5 02	Destination Country (Scale 1-5)	Valid	5 00%	0 25			
5 03	Letter of Credit Availability	Calculated	40 00%	2 00			
5 04	Confirmed Letter of Credit Availability	Calculated	20 00%	1 00			
5 05	Available L/C Amount in the Currency	Replicated					

INPUTS

5 06	Available L/C Amount in JOD	15,294	Replicated				
5 07	L/C Value to Loan Ratio	5	Calculated	25 00%	1 25		
6 00	Financial & Exporter Experience					5 00	25 00
6 01	Trade References	5	Valid	20%	1 00		
6 02	Credit Reports	5	Valid	20%	1 00		
6 03	Bank References	5	Valid	20%	1 00		
6 04	Prior Ledger Experience	5	Valid	20%	1 00		
6 05	Exporter Experience	5	Valid	20%	1 00		
7 00	Financial Ratios					3 00	15 00
7 01	Liquidity	2	Calculated	15 00%	0 30		
7 02	Coverage	3	Calculated	25 00%	0 75		
7 03	Leverage	4	Calculated	25 00%	1 00		
7 04	Operating	3	Calculated	25 00%	0 75		
7 05	Statement Quality	2	Replicated	10 00%	0 20		
8 00	Collateral					4 40	22 00
8 01	Total Collateral - Coverage	5	Calculated	80%	4 00		
8 02	Collateral Types - Ease of realization	2	Calculated	20%	0 40		
9 00						Overall Score	87 00
10 00						Risk Factor	Good

FINANCIAL STATEMENT ANALYSIS

Page 1

NAME OF BORROWER "KK Universal Exports, P O Box 11194, Jabal Amman

INCOME STATEMENT	1998	1999	2000	2001	2002	2003	2004
REVENUE	1,745,766	1,827,421					
COST OF GOODS SOLD	1,220,372	1,258,920					
GROSS PROFIT	525,394	568,501	0	0	0	0	0
OPERATING EXPENSES	387,446	413,428					
DEPRECIATION & AMORTIZATION	47,792	54,907					
EBIT (EARNINGS B/F INTEREST & TAXES)	90,156	100,166	0	0	0	0	0
INTEREST	40,226	37,871					
EARNINGS BEFORE TAXES	49,930	62,295	0	0	0	0	0
INCOME TAX	9,250	12,850					
NET INCOME	40,680	49,445	0	0	0	0	0
BEGINNING RETAINED EARNINGS	245,137	355,269					
DIVIDENDS/DRAWINGS	11,000	100,000					
ADDITIONS TO RESERVE ACCOUNTS	0	0					
ENDING RETAINED EARNINGS	274,817	304,714	0	0	0	0	0
ASSETS							
CURRENT ASSETS							
CASH	8,962	9,772					
ACCOUNTS RECEIVABLE	292,552	311,634					
INVENTORY	240,578	249,283					
PREPAID EXPENSES	6,822	8,765					
TOTAL CURRENT ASSETS	548,914	579,454	0	0	0	0	0
NON-CURRENT ASSETS							
LEASED EQUIPMENT	100,000	100,000					
LESS AMORTIZATION	40,000	60,000					
PROPERTY PLANT & EQUIPMENT	638,811	668,811					
LESS AMORTIZATION	159,916	194,823					
TOTAL NON-CURRENT ASSETS	538,895	513,988	0	0	0	0	0
TOTAL ASSETS	1,087,809	1,093,442	0	0	0	0	0

FINSTAT

LIABILITIES & EQUITY	1998	1999	2000	2001	2002	2003	2004
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	321,850	302,318					
INCOME TAX PAYABLE	4,800	7,950					
OTHER TAXES PAYABLE	10,927	12,330					
MORTGAGE - CURRENT	32,093	32,093					
LEASE- CURRENT	19,718	22,218					
ACCRUED LIABILITIES	40,450	39,633					
TOTAL CURRENT LIABILITIES	429,838	416,542	0	0	0	0	0
NON-CURRENT LIABILITIES							
MORTGAGE - NON CURRENT	225,900	224,702					
DEFERRED TAXES	10,000	14,900					
LEASE - NON CURRENT	47,254	25,036					
TOTAL NON-CURRENT LIABILITIES	283,154	264,638	0	0	0	0	0
NEW DEBT							
TOTAL LIABILITIES	712,992	681,180	0	0	0	0	0
OWNERS EQUITY							
CAPITAL STOCK	100,000	100,000					
RETAINED EARNINGS	274,817	312,262					
RESERVES							
TOTAL EQUITY	374,817	412,262	0	0	0	0	0
TOTAL LIABILITIES & EQUITY	1,087,809	1,093,442	0	0	0	0	0
BALANCE SHEET CHECK	CHECK	CHECK	CHECK	CHECK	CHECK	CHECK	CHECK

FINSTAT

FINANCIAL STATEMENT QUALITY EVALUATION

Poor 1	Fair 2	Average 3	Good 4	Excellent 5
Prepared by Borrower	Prepared by Borrower	Prepared by Local Acctnt	Prepared by Local Acctnt	Prepared by Int'l Acctnt
Little Detail	Good Detail	Little Detail	Good detail	Good detail
Inconsistent	Consistent	Consistent	Consistent	Consistent
Errors exist	Apparently Error-free	Apparently Error-free	Apparently error-free	Apparently error-free
Unaudited	Unaudited	Unaudited	Audited	Audited

Enter your score 2

COMMON FINANCIAL RATIOS

	1998	1999	2000	2001	2002	2003	2004
<i>LIQUIDITY RATIOS</i>							
CURRENT RATIO	1 28	1 39	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
SALES/RECEIVABLES	5 97	5 86	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<i>COVERAGE RATIOS</i>							
EBIT/INTEREST	2 24	2 64	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<i>LEVERAGE RATIOS</i>							
DEBT/NET WORTH	1 90	1 65	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
FIXED ASSETS/NET WORTH	1 44	1 25	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<i>OPERATING RATIOS</i>							
EARNINGS BEFORE TAX/NET WORTH	0 13	0 15	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
EARNINGS BEFORE TAX/ASSETS	0 05	0 06	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

PARMS

JORDAN LOAN GUARANTEE CORPORATION

CREDIT EVALUATION/SCORING MODEL

ECG SCORING PARAMETERS

VALIDITY TEST = INPUTS CELL F71

BLACKLIST TEST = INPUTS CELL F18

J72-J95 - CLASS WEIGHTINGS

5 00	Nature of Transaction	5
6 00	Financial & Exporter Experience	5
7 00	Financial Ratios	5
8 00	Collateral	5
	Total weight	20
	Maximum Class Total	5
	Maximum (20x5)	100

K101 - SCORE INTERPRETATION

>89	Excellent
75-89	Good
65-74	Average
55-64	Weak
45-54	Doubtful
<45	Unacceptable

E96 - COLLATERAL COVERAGE

<50%	1
50-74%	2
75-99%	3
100-124%	4
>=125%	5

CREDIT EVALUATION RATINGS

VARIABLE	1	2	3	4	5
Liquidity Current Ratio	<1 0	1 0-1 5	1 6-2 0	2 1-2 5	>2 5
Coverage EBIT/Interest	<1 0	1 0-1 9	2 0-2 9	3 0-3 9	>4 0
Leverage Debt/Worth	>4 0	3 0-3 9	2 0-2 9	1 0-1 9	<1 0
Operating Earnings b/f Tax/Worth	< 05	06- 10	11- 15	16- 20	> 20
Management/Administration	Poor	Fair	Average	Good	Excellent

FINANCIAL STATEMENT QUALITY RATINGS

Poor 1	Fair 2	Average 3	Good 4	Excellent 5
Prepared by Borrower	Prepared by Borrower	Prepared by Local Acctnt	Prepared by Local Acctnt	Prepared by Int'l Acctnt
Little Detail	Good Detail	Little Detail	Good detail	Good detail
Inconsistent	Consistent	Consistent	Consistent	Consistent
Errors exist	Apparently Error-free	Apparently Error-free	Apparently error-free	Apparently error-free
Unaudited	Unaudited	Unaudited	Audited	Audited

2/12

PARMS

E97 - BLENDED COLLATERAL REALIZATION

<10%	1
10-19%	2
20-29%	3
30-39%	4
>40%	5

GUARANTEE RATIO 75 00%
on maximum amount of JOD100,000
Formula if(Loan Amount <=100000, Loan Amount * 75, 100000* 75)

PARMS

JORDAN LOAN GUARANTEE CORPORATION DATABASE FRAMEWORK FOR EXPORTER INFORMATION/CREDIT HISTORY							APPENDIX VII	
#	PARAMETER GROUPS						Final Version 08 Sep 99	
1 00	Dates & Numbers							
2 00	Names & Addresses							
3 00	Country Details							
4 00	Communication Details							
5 00	Organizational Details							
6 00	Sectors Products & Markets							
7 00	Information Sources							
8 00	Short Financial Details							
9 00	Financial Statement Details							
10 00	Ratings & Opinions							
11 00	Credit History							
#	ELEMENTS BY GROUP	Field Size (#chars)	Field Type (a, n or a/n)	Mandatory/ Optional	Remarks (if any)	Example		
1 00	Dates and Numbers							
1 01	Report Date	10	n	m		DDMMYYYY = 15-12-1999		
1 02	Date of Current Update	10	n	m		DDMMYYYY = 15-12-1999		
1 03	Date of Last Update	10	n	m		DDMMYYYY = 01-06-1999		
1 04	Unique Identifying JLGC Party #	9	a/n	m		JOAM9999 = Jordan/Amman/#9999		
1 05	JLGC Report #	9	n	m		2103/1999		
1 06	Commercial Registration No	7	n	m		0123456		
1 07	Amman Financial Mkt Serial #	(future)	a/n	o	(future)			
2 00	Names & Addresses							
2 01	Full Legal Name	35	a/n	m		Khaldoun Est		
2 02	Trade Name	35	a/n	o		Khaldoun Construction Co		
2 03	Short Name	15	a	o		Khaldoun		
2 04	Address Line 1	35	a/n	m		23 Abd Ghohsheh St		
2 05	Address Line 2	25	a/n	o		P O Box 12345		
2 06	City/Town/Village	25	a	m		Amman		
2 07	Postal Code	11	a/n	m		12345		

APPENDIX VII

PARMS

3 00 Country Details								
3 01 Country	2	a	m			JO = Jordan (ISO code)		
3 02 Country Region	3	a	m			IRB = Irbit		
3 03 Geographic Group	3	a	m			EER = Europe (non-Union)		
3 04 Geographic Possession	2	a	m			JO = Jordan (ISO code)		
3 05 Country Holidays	10	n	o	Box		DDMMYYYY = 15-12-1999		
4 00 Communication Details								
4 01 Telephone Number	17	n	m			962-(0)6/443-9991		
4 02 Fax Number	17	n	o			962-(0)6/443-9992		
4 03 Telex Number	8	a/n	o			JL12345		
4 04 Email Address	25	a/n	o			itd@jlgc.com		
4 05 Prime Contact Name	25	a	o			Ashraf Al-Shafi		
4 06 Prime Contact Title	4	a	o			Mr or Miss		
4 07 Internet URL	15	a	o			www.jlgc.com		
5 00 Organizational Details								
5 01 Date of Establishment	10	n	m			DDMMYYYY = 10-03-1978		
5 02 # of Years in Export Business	2	n	m			11		
5 03 Legal Form	3	a	m			IND = Individual		
5 04 # of Employees	4	n	m			22		
5 05 Owners/Shareholders	tbd	a	m	Text Box		free text		
5 06 Owner Nationality	2	a	m			JO = Jordan (ISO code)		
5 07 Principal Place of Business	2	a	m			AM = Amman (ISO code)		
5 08 Parent Organization	35	a	m			Valid Est		
5 09 Sister/Daughter Companies	tbd	a	o	Text Box		free text		
5 10 Global Code	8	a	o			Valid		
6 00 Products & Markets								
6 01 Main Products	tbd	a	m	Text Box		free text		
6 02 Main Markets	tbd	a	m	Text Box		free text		
6 03 Sector	4	a	m			AGRI = Agricultural		
6 04 Sub-Sector	4	a	m			FRUI = Fruit		

PARMS

7 00 Information Sources								
7 01 Blacklistings	4	a	m			CBOJ = Central Bank of Jordan (ISO code)		
7 02 Legal Actions	tbd	a	m	Text Box	free text			
7 03 Prime Banker	11	a/n	m			ARLBJOAM = Arab Land Bank, Amman		
7 04 Banker 2	11	a/n	o			CITIJO123 = Citibank, Amman		
7 05 Banker 3	11	a/n	o			HOUSJOAM = Housing Bank, Amman		
7 06 Bankers' Reports	tbd	a/n	o	Text Box	free text			
7 07 Total Borrowings	tbd	a/n	m	Text Box	free text			
8 00 Short Financial Details								
8 01 Total Export Sales (JOD)	14	a/n	m		300,000			
8 02 Total Turn-Over (JOD)	14	a/n	m		750 000			
8 03 Sales/Turn-Over Ratio (Calculated)	3	n	m		40%			
8 04 Terms of Payment	2	a	m		LC = Letter of Credit			
8 05 Credit Period Extended	3	n	m		180 = 180 days			
9 00 Financial Statement Details								
9 01 Statement Date	10	n	m		DDMMYYYY = 12-31-1999			
9 02 Statement Currency	3	a	m		JOD = Jordanian Dinars (ISO code)			
9 03 Statement Period	12	n	m		Jan/Jun-1999			
9 04 Audit Qualification	16	a	o		Acceptable			
9 05 Assets	10	a/n	m		99,999 999			
9 06 Liabilities	10	a/n	m		9,999 999			
9 07 P&L Account (net +/-)	11	a/n	m		-9 999 999			
10 00 Ratings & Opinions								
10 01 Owner's Experience	25	a	m		Well Experienced			
10 02 JLGC Credit Score	5	n	m		45 34			
10 03 External Credit Ratings	tbd	a/n	m	Text Box	free text			
10 04 JLGC Credit Opinion	tbd	a/n	m	Text Box	free text			
10 05 "Good for " Statement	30	a	o		Good/Not Good for Amount of Inquiry			
10 06 General Comments	tbd	a/n	o	Text Box	free text			

PARMS

[illegible]

DBASE

JLGC Exporter Information/Credit History - Database Tables					
Main Screen					
"Basic Information"					
1 04	Unique Identifying JLGC Party #				
2 01	Full Legal Name				
5 03	Legal Form				
2 02	Trade Name				
2 03	Short Name				
6 03	Sector				
6 04	Sub-Sector				
2 06	City/Town/Village				
2 07	Postal Code				
3 01	Country				
Scroll List of Names					
1 04	Unique Identifying JLGC Party #				
2 01	Full Legal Name				
Or	Enter 2 02 Trade Name				
Or	Enter 2 03 Short Name				
Result = Sub Screen					
Top of Screen					
1 04	Unique Identifying JLGC Party #				
2 01	Full Legal Name				
2 02	Trade Name				
2 03	Short Name				
2 06	City/Town/Village				
3 01	Country				
Lower Part of Screen					
Tabs to					
Address Details					
2 04	Address Line 1				
2 05	Address Line 2				
2 06	City/Town/Village				
2 07	Postal Code				
Country Details					
3 01	Country				
3 02	Country Region				
3 03	Geographic Group				
3 04	Geographic Possession				
3 05	Country Holidays				
Communication Details					
4 01	Telephone Number				
4 02	Fax Number				
4 03	Telex Number				
4 04	Email Address				
4 05	Prime Contact Name				
4 06	Prime Contact Title				

DBASE

4 07	Internet URL				
Organization Details					
5 01	Date of Establishment				
5 02	# of Years in Export Business				
5 03	Legal Form				
5 04	# of Employees				
5 05	Owners/Shareholders				
5 06	Owner Nationality				
5 07	Principal Place of Business				
5 08	Parent Organization				
5 09	Sister/Daughter Companies				
5 10	Global Code				
Products & Markets					
6 01	Main Products				
6 02	Main Markets				
6 03	Sector				
6 04	Sub-Sector				
Information Sources					
7 01	Blacklistings				
7 02	Legal Actions				
7 03	Prime Banker				
7 04	Banker 2				
7 05	Banker 3				
7 06	Bankers' Reports				
7 07	Total Borrowings				
Short Financial Details					
8 01	Total Export Sales				
8 02	Total Turn-Over				
8 03	Sales/Turn-Over Ratio (Calculated)				
8 04	Terms of Payment				
8 05	Credit Period Extended				
Financial Statement Details					
9 01	Statement Date				
9 02	Statement Currency				
9 03	Statement Period				
9 04	Audit Qualification				
9 05	Assets				
9 06	Liabilities				
9 07	P&L Account				
Ratings & Opinions					
10 01	Owner's Experience				
10 02	JLGC Credit Score				
10 03	External Credit Ratings				
10 04	JLGC Credit Opinion				
10 05	"Good for " Statement				
10 06	General Comments				

DBASE

[illegible]

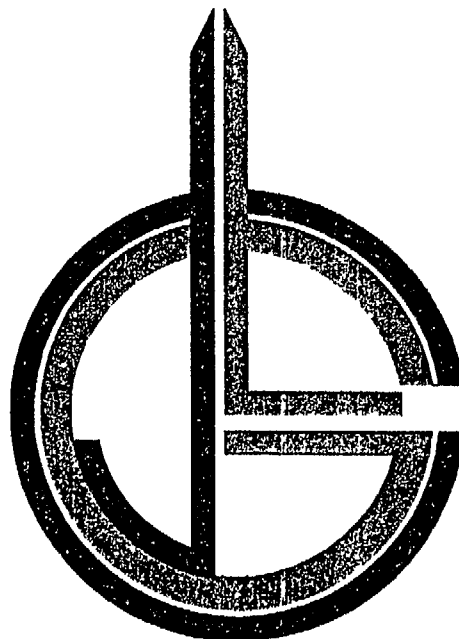
CODES

JLGC Exporter Information/Credit History - Standard Codes						
Country & Possession Codes						
Adopt ISO/SWIFT (international) standards						
Format = 2 alpha, e g						
JO=Jordan						
US=USA						
(banks can provide						
full inventory for data entry)						
Region Codes						
Format = 3 alpha e g						
GAA = Greater Amman Area						
IRB = Irbid						
ZAR = Zarqa						
etc						
Geographic Group Code						
Format = 3 alpha						
Determine most useful						
combinations, e g						
MEA=Middle East						
APA=Asia/Pacific						
NAM=North America						
CAR=Caribbean						
LAM=Latin America						
SAM=South America						
EUR=European Union						
EER=Europe-other						
NAF=North Africa						
SAF=South Africa						
or						
OEDC=OEDC country						
DEVC=non-OECD country						
Exporter Codes						
Format = 1 alpha, e g						
M=Manufacturer						
D=Distributor						
S=Services						
A=Agriculture						
etc						

CODES

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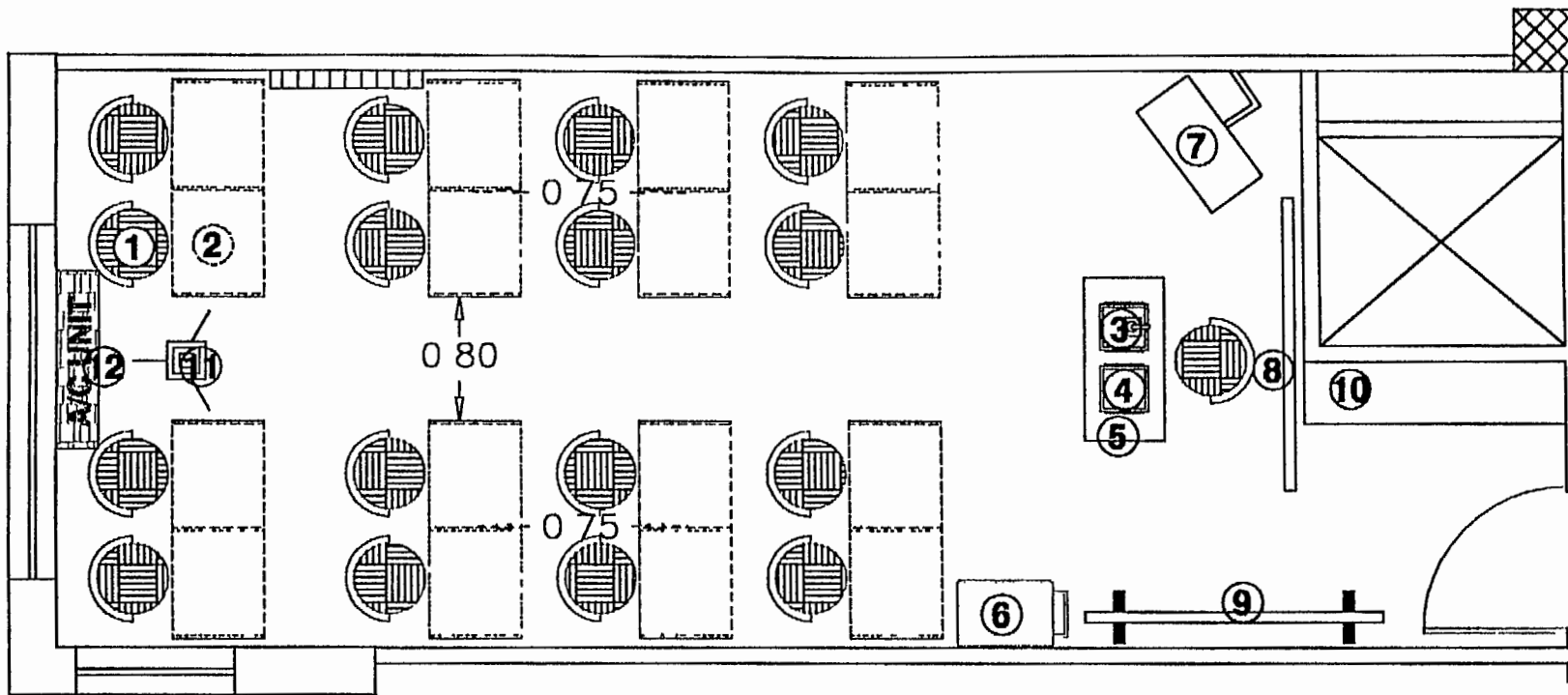
222



JORDAN LOAN GUARANTEE CORP.

TEL (962-6)5606334
FAX (962-6)5679408
P O Box 925906
AMMAN 111-10 JORDAN

**Budeiri
& CO.**
Interior Design & Management



TRAINING ROOM

NO.	DESCRIPTION	#
1	CHAIR	17
2	DESK (140x58 CM)	8
3	OVER HEAD PROJECTOR	1
4	DATA SHOW	1
5	TABLE	1
6	BEVERAGE TROLLEY	1
7	VCR + TV 29" + STAND	1
8	PROJECT SCREEN	1
9	WHITE BOARD W/PAPER SIDE	1
10	SHELVES	1
11	VIDEO CAMERA W/STAND	1
12	A/C UNIT CEILING MOUNTED	1

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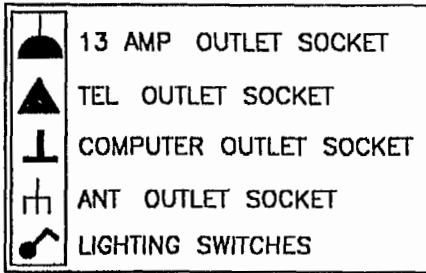
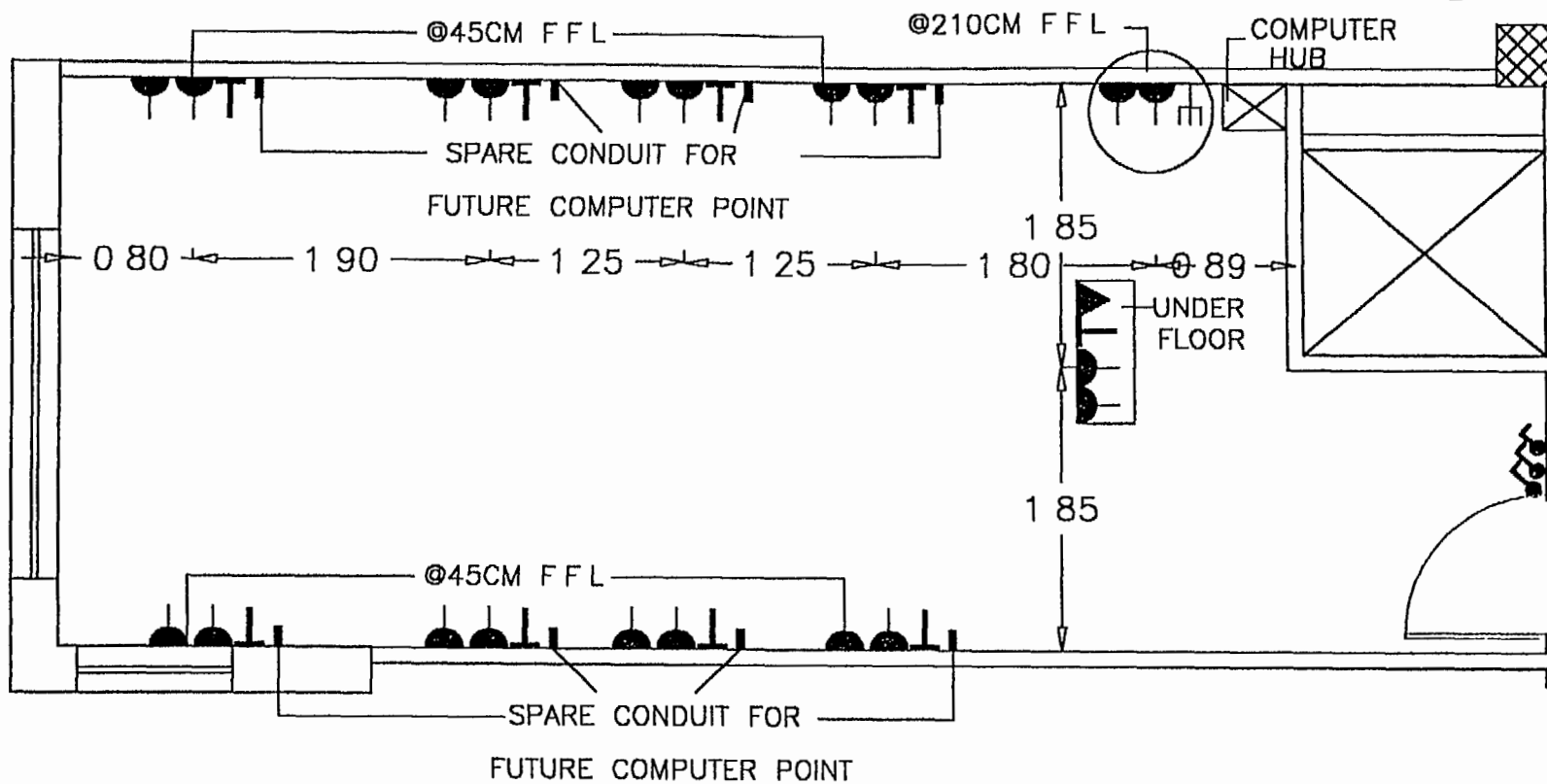
Budget & Co.
 Major Supply & Equipment

TEL : (962-6) 5608334
 FAX : (962-6) 5678408
 P.O. Box 825808
 AMMAN 111-10 JORDAN

CONFERENCE ROOM

TITLE : INTERIOR LAYOUT

DRAWN BY : SUZAN CHAKREI DATE : 12/08/1998
 CHECKED BY : AHMED BUCKEN NO. : (1)
 PROJECT NO. : (71) SCALE : S.T.FIT



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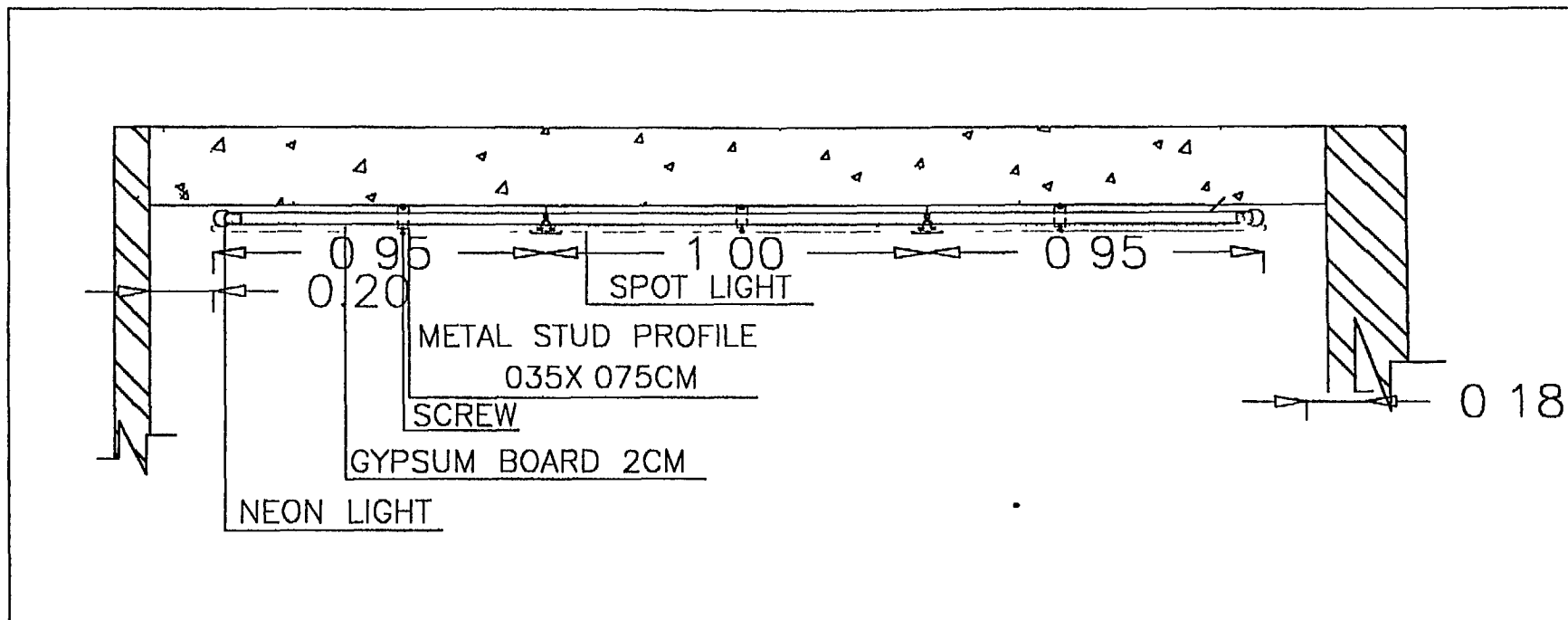
TEL : (062-6) 9808334
FAX : (062-6) 9879408
P.O. Box 925008
AMMAN 111-10 JORDAN

CONFERENCE ROOM

TITLE : ELECTRICAL LAYOUT

DRAWN BY : SUZAN DAWOON	DATE : 12/08/1998
CHECKED BY : AHMED SUDEEN	NO. (2)
PROJECT NO. : (71)	WORLD S.T.FIT

225



SECTION(A-A)

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Buderi & Co.
Main Office & Warehouse

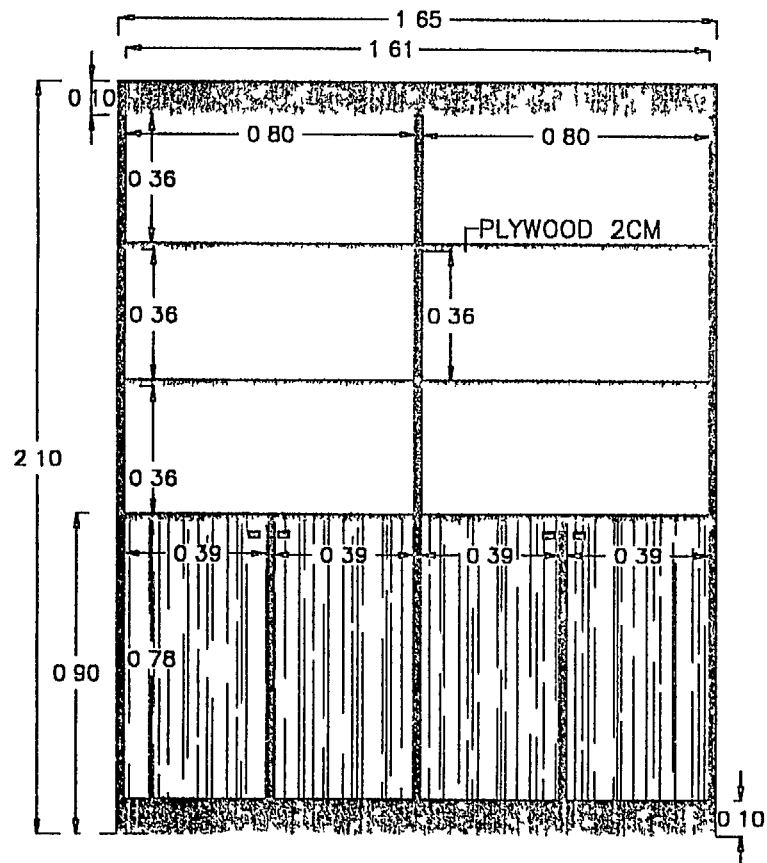
TEL : (982-6)5608334
FAX : (982-6)5678408
P.O. Box 825908
AMMAN 111-10 JORDAN

TITLE & SECTIONS

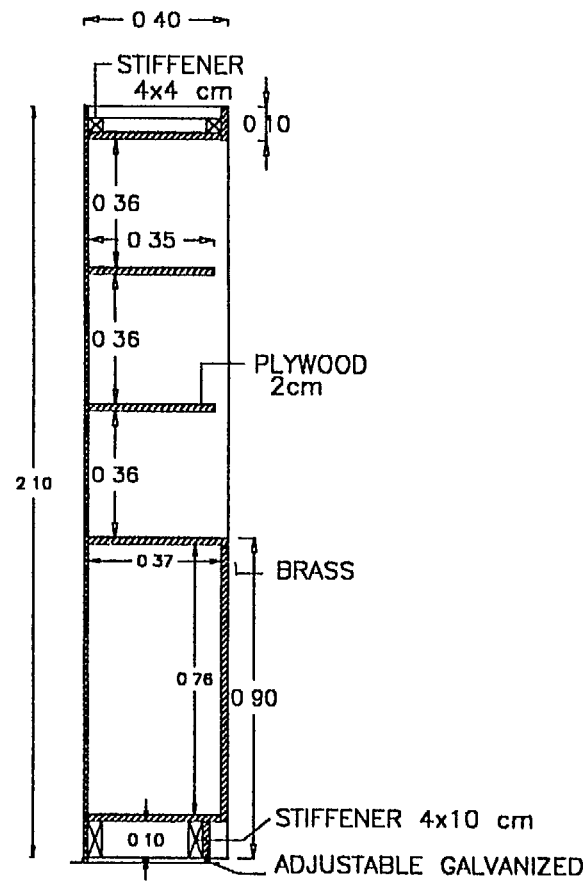
DRAWN BY : RANA ISHALLAD	DATE : 13/08/1998
CHECKED BY : AHMED BUDERI	NO. (1)
PROJECT NO. : (71)	SCALE: S.T.FIT



PLAN





ELEVATION



SECTION(A-A)

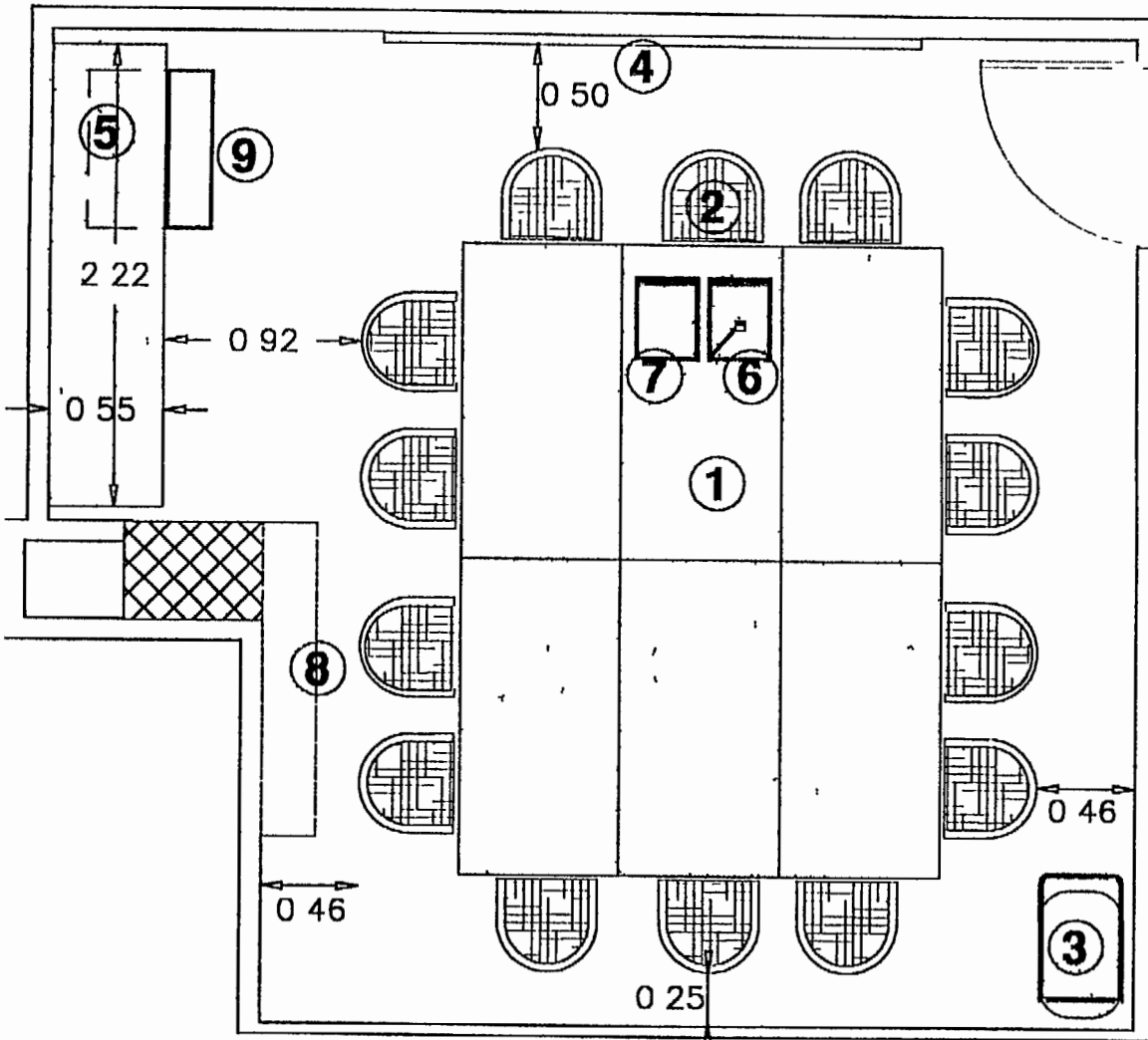
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 TEL : (862-8)5406334
FAX : (862-8)5487408
P.O. Box 822808
ATLANTA 31111-10 JORDAN



TITLE : SHELVES DETAILS	
DRAWN BY : SIZAM BAKROW	DATE 12/29/1995
CHECKED BY : JAMES BLACKSON	NO. ()
PROJECT NO. : (71)	SOLD S.T./IT

CONFERENCE ROOM



NO.	DESCRIPTION	#
1	TABLE (0.75X1.50M)	6
2	CHAIR	14
3	BEVERAGE TROLLEY	1
4	MANUAL SCREEN	1
5	SHELVES WITH SWIVEL BASE FOR TV 29" AND VCR	1
6	OVER HEAD PROJECTOR	1
7	DATA SHOW	1
8	A/C Ceiling mounted	1
9	TV AND VCR	1

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Budger & Co.
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FAX : (962-8) 5678408
P.O. Box: 825808
AMMAN 111-10 JORDAN


BOARD ROOM


TITLE : INTERIOR LAYOUT

DRAWN BY : NAWA KULLAG	DATE : 13/08/1999
CHECKED BY : AHMED BUDGER	NO. (1)
PROJECT NO. : (71)	SCALE: S.T.FIT



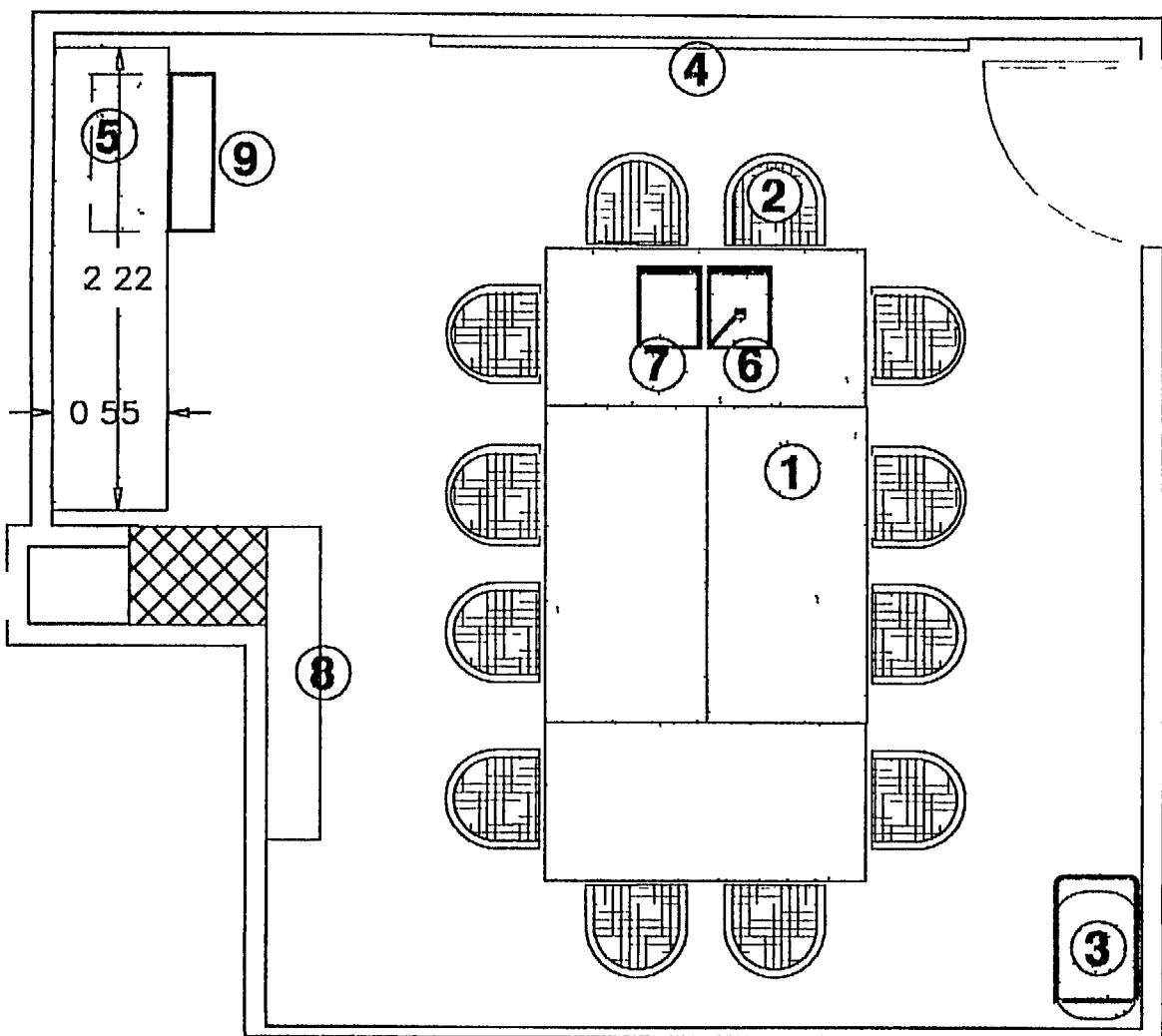
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 TEL : (082-8)5808334
FAX : (082-8)5878408
P O.Box 825908
AMMAN 111-10 JORDAN



TITLE : TV CABINET DETAIL

DRAWN BY : BRENDEN GURAN	DATE 13/08/1998
CHECKED BY : AHMED SUKIES	NO. (1)
PROJECT NO. : (71)	SCALE: S.T.FIT



NO.	DESCRIPTION	#
1	TABLE (0.75X1.50M)	6
2	CHAIR	14
3	BEVERAGE TROLLEY	1
4	MANUAL SCREEN	1
5	SHELVES WITH SWIVEL BASE FOR TV 29" AND VCR	1
6	OVER HEAD PROJECTOR	1
7	DATA SHOW	1
8	A/C Ceiling mounted	1
9	TV AND VCR	1

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FAX : (982-6) 8878408
P.O. Box 825808
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BOARD ROOM

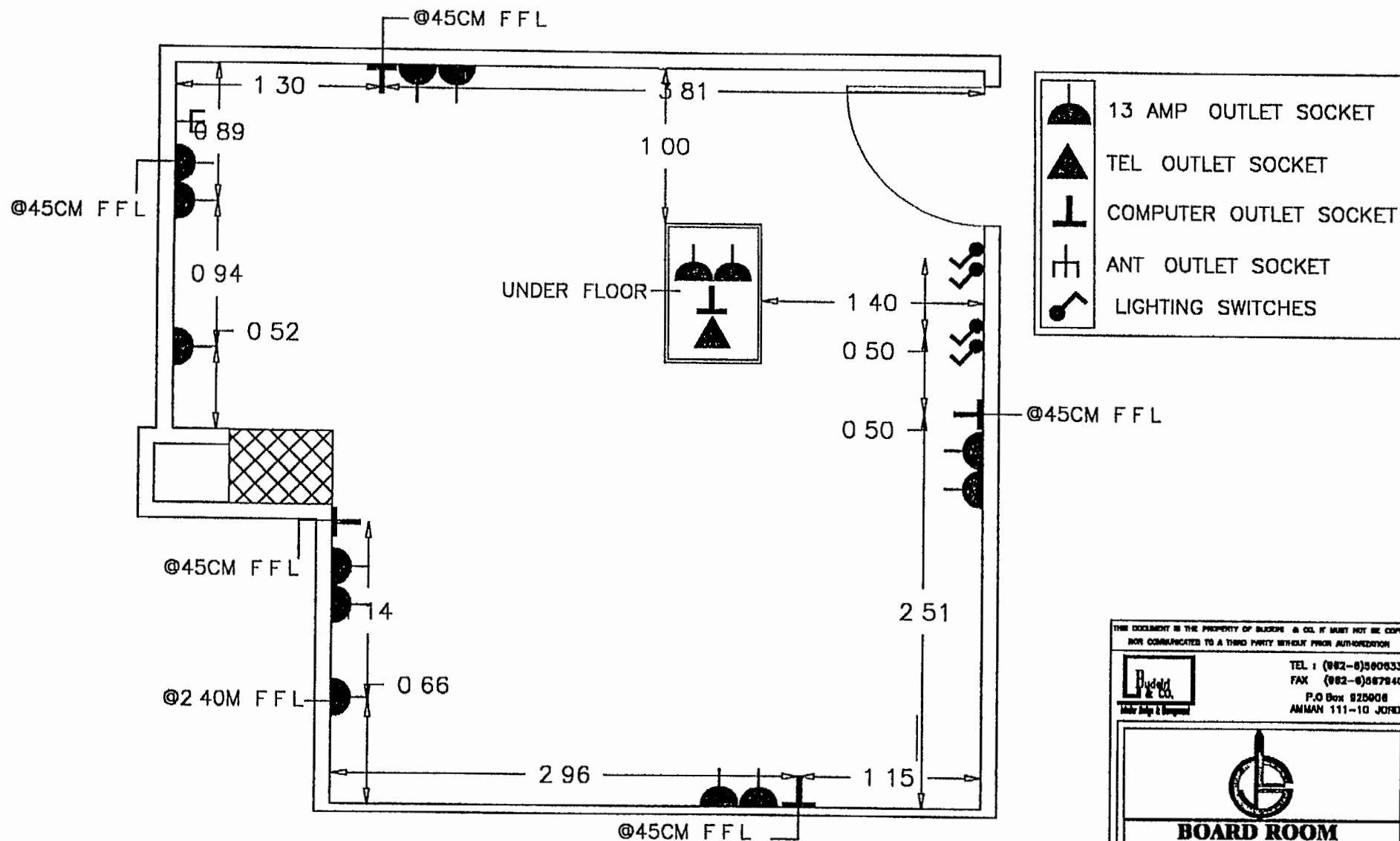
TITLE : INTERIOR LAYOUT

DRAWN BY : RAYAN MALLAD DATE : 13/08/1998

CHECKED BY : AHMED BUDEN NO. (1)

PROJECT NO. : (71) SCALE : S.T.FIT

06/2-



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Make Help & Progress

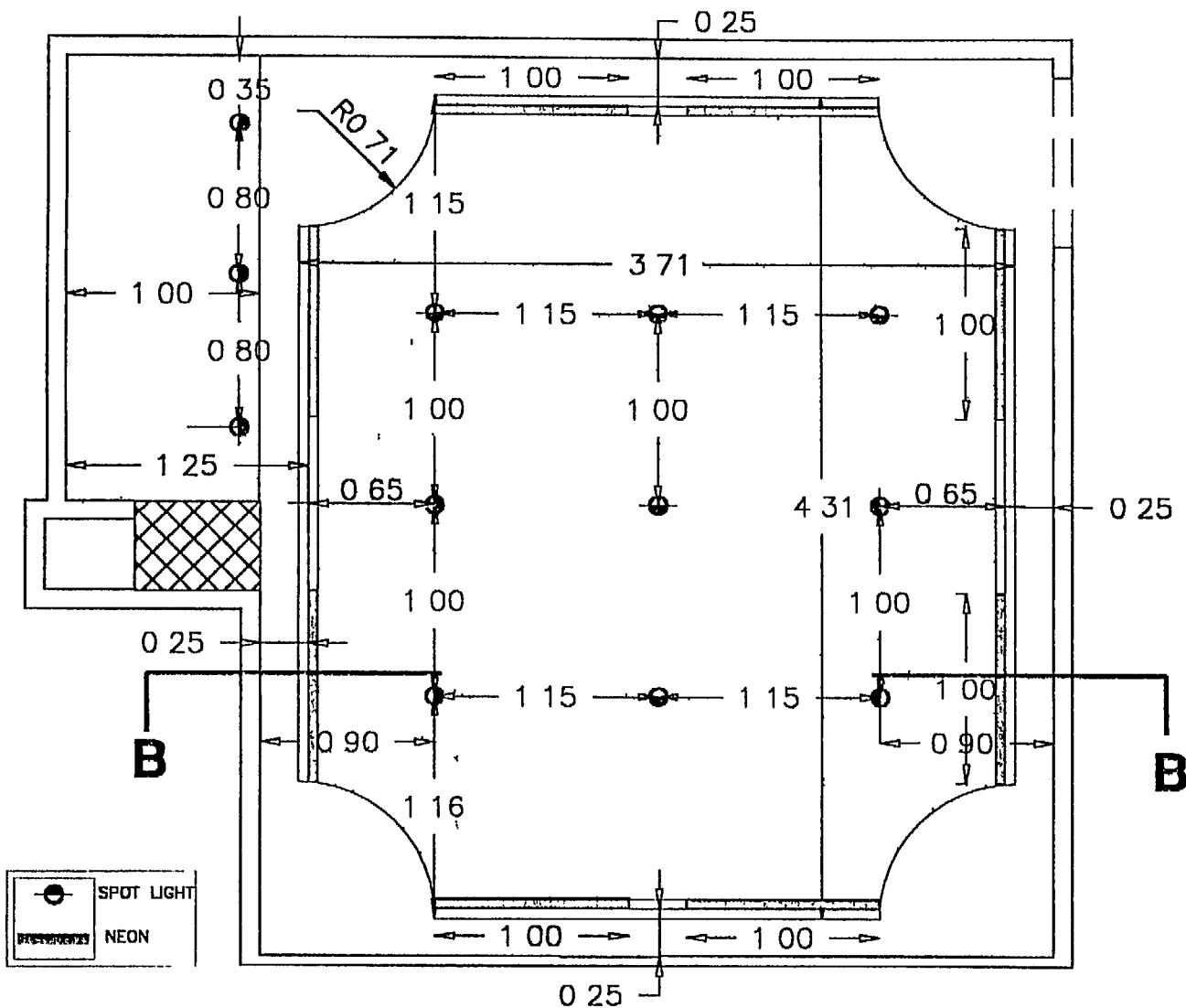
TEL : (962-6) 5906334
FAX : (962-6) 5678408
P.O Box 525008
AMMAN 111-10 JORDAN

BOARD ROOM

TITLE : ELECTRICAL LAYOUT

DRAWN BY : FAWA KHALIL	DATE : 13/08/1998
CHECKED BY : AHMED BUDONI	NO. (1)
PROJECT NO. : (71)	SCALE : 3/7.FIT

2.51



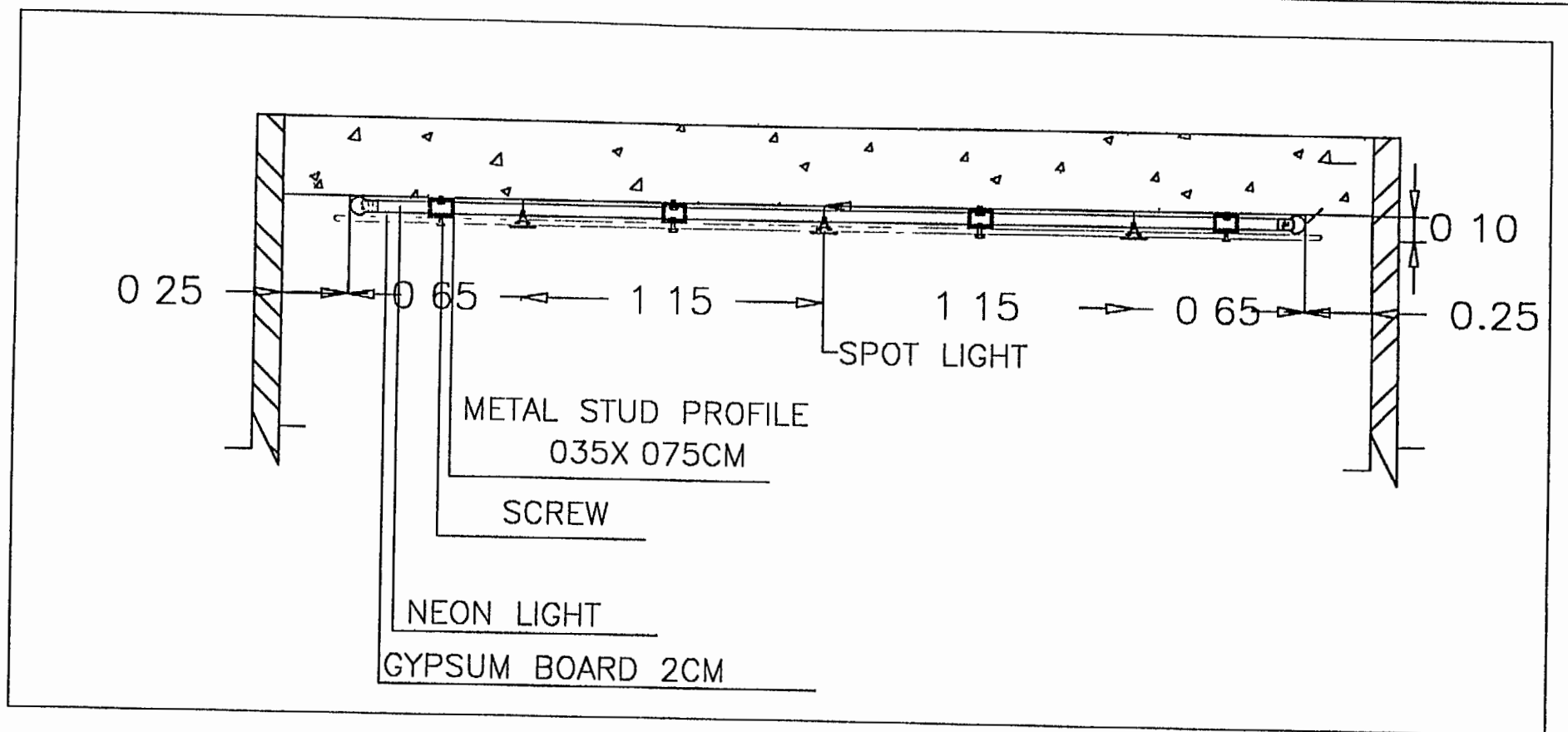
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 TEL : (962-6) 8606334
 FAX : (962-6) 8678408
 P.O. Box 825808
 AMMAN 111-10 JORDAN

BOARD ROOM

TITLE : LIGHTING LAYOUT

DRAWN BY : HANNA KHALIL	DATE : 13/04/1998
CHECKED BY : AHMED SUKOR	NO. : (1)
PROJECT NO. : (71)	SHEET : 3/7 JT



SECTION(B-B)

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FAX : (882-8)8878408
P.O. Box 825808
AMMAN 111-10 JORDAN

BOARD ROOM

TITLE : SECTIONS

DRAWN BY : RAMA ISMAIL	DATE : 12/08/1998
CHECKED BY : AHMED BAKRIN	NO. (1)
PROJECT NO. : (71)	SCALE : 1/2 FT

Jordan Loan Guarantee Corp.

Conference Room

TRAINING ROOM

S	Description	Qty	Unit	Total	Remakes
1	Chairs	17	70	1190	
2	Sectional Tables 140x58cm	8	180	1440	
3	Overhead projector	1	700	700	
4	Data show	1	6200	6200	
5	Desk (150x50) cm	1	200	200	
6	Beverage Trolley	1	400	400	
7	TV 29" & VCR	1	1300	1300	
9	Screen for Projector	1	65	65	
10	A/C unit 2Tons	1	2300	2300	
11	White / Paper Board	1	750	750	
12	Shelves 165x40cm	1	295	295	
13	Video Camera / with remote & Tripod Suspended	1	900	900	
14	Digital Camera Nikon &/or Canon	1	800	800	
15	Camera W/lens 28mm +Flash	1	350	350	
16	Elect & Computer Point	LS	820	820	
17	False Ceiling & Deco	LS	430	430	
Total in Jordanian Dinars				18,140	

Notebook PC

also to be used by marketing for Roadshow

Jordan Loan Guarantee Corp.

Board Room *CONFERENCE ROOM*

S	Description	Qty	Unit	Total	Remarks
1	Chairs	12	70	840	
2	Sectional Tables 75X150cm	6	180	1080	
3	Cabinet 220X55cm	1	700	700	
4	Beverage Trolley	1	200	200	
5	Projector screen	1	65	65	
6	Overhead Projector	1	700	700	
7	Data Show Projector	1	6200	6200	
8	White/ Paper Board	1	750	750	
9	TV 29" & VCR	1	1300	1300	
10	A/C unit 2Tons	1	2300	2300	
11	False Ceiling & Deco	LS	400	400	
12	Elect & Computer Points	LS	290	290	
Total in Jordanian Dinars				1 - 825	

Notebook PC.

also to be used by Marketing for road show.

NAIM S. EL-FAR & CO

TEL 4623816 / 4644296

FAX 962 6 4646320

P.O. BOX 219, AMMAN 11118 - JORDAN

PROFORMA INVOICE / OFFER

REF: 01/09/99/1374

DATE: 15/09/1999

MESSRS JORDAN LOAN GUARANTEE CORPORATION

AT YOUR REQUEST, IT IS OUR GREAT PLEASURE TO SUBMIT OUR OFFER FOR THE FOLLOWING ITEMS -

ITEM	DESCRIPTION	MODEL	QTY	UNIT PRICE (JOD)	
				D / FREE	D / PAI
1	EIKI MULTI MEDIA PROJECTOR	LC-NB1	2	3250 000	4500
2	EIKI MULTI MEDIA PROJECTOR	LC-SVGA860	2	3300 000	4250
3	EIKI MULTI MEDIA PROJECTOR	LC-SVGA870	2	✓ 4250 000	6250 00
4	EIKI MULTI MEDIA PROJECTOR	LC-XGA982	2	4750 000	7000
5	EIKI MULTI MEDIA PROJECTOR	LC-XGA980E	2	5750 000	8500 00
6	EIKI OVERHEAD PROJECTOR	OHP-3200	2	295 000	425
7	EIKI OVERHEAD PROJECTOR	OHP-4400	2	✓ 365 000	525
8	EIKI OVERHEAD PROJECTOR	OHP-4410H	2	450 000	650 00
9	SOPAR SNOW WHITE SCREEN	180 X 180 cm	2	=====	65

REMARKS

- 1- SPECIFICATIONS & MOST IMPORTANT FEATURES ARE AS PER CATALOGUES
- 2- WARRANTY IS 12 MONTHS (PARTS & LABOR)
- 3- DELIVERY IS (2-4) WEEKS AFTER ORDER CONFIRMATION
- 4- PRICES INCLUDE DELIVERY, INSTALLATION, OPERATION & OPERATIONAL TRAINING
- 5- OFFER IS VALID FOR 45 DAYS
- 6- FOR MORE INFORMATION, PLEASE DO NOT HESITATE TO CALL US

HOPING OUR OFFER MEETS WITH YOUR APPROVAL AND ASSURING YOU OF OUR BEST ATTENTION AT ALL TIMES, WE REMAIN

WITH OUR BEST REGARDS

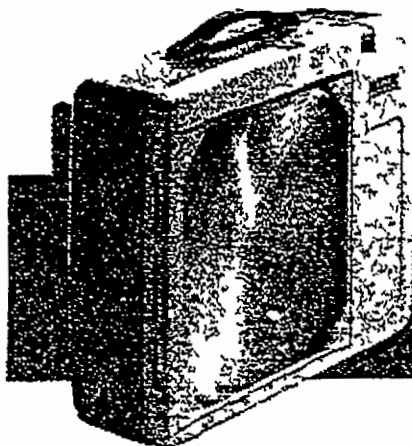
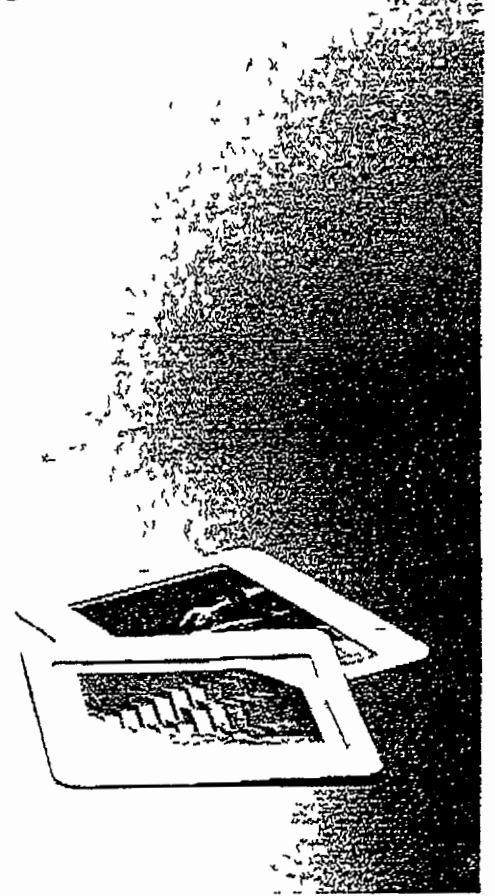
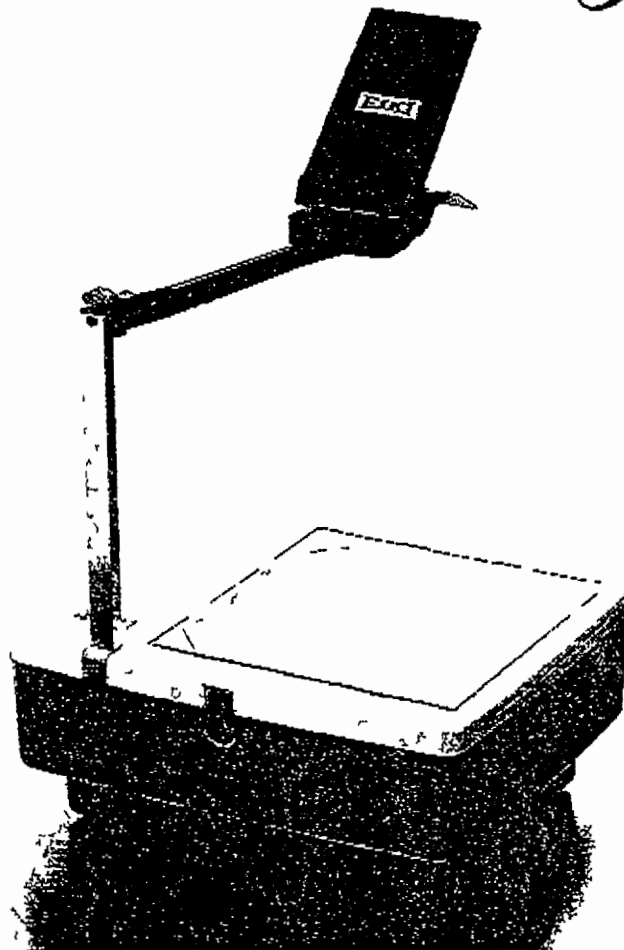

NAIM S. EL-FAR & CO.

PORTABLE OVERHEAD PROJECTOR

EIKI

High-Intensity projector for
powerful, impressive presentations.

Image of Excellence

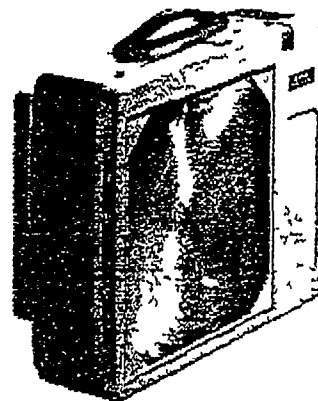
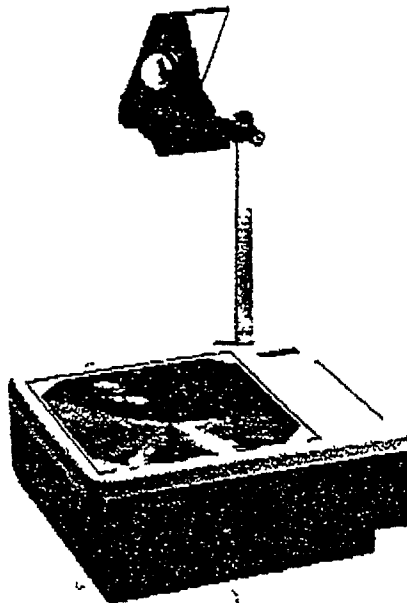


Eiki's OHP-4400 High Light Projector-- From
simple transparencies to sophisticated LCD computer
projection panel presentations, Eiki's 4,000 Lumen
projector delivers brighter, sharper, images

PORTABLE OVERHEAD PROJECTOR

PORTABLE OVERHEAD PROJECTOR

OHP-4400



〈MAIN FEATURES〉

- High light output EVD, 36V, 400W lamp for brighter, sharper images --even in normal room light
- Compact, lightweight design with fold-down head and pole for portable presentations
- Low temperature, full size A-4 Stage that's ideal for LCD panel computer presentations
- Safety Features--Safety interlock automatically turns power off when top cover is open, or when head post is folded
- Built-in AC power outlet for LCD panel hook-up (outlet available for 110 and 120V only)

SPECIFICATIONS

Power Supply	110, 120, 230 and 240V 50/60Hz
Stage Size	A4 full sized 285mmX285mm
Projection Lamp	EVD 36V 400W Halogen Lamp
Projection Lens	f=275mm-320mm 3-Element
Fresnel Lens	Transmissive type Glare-free
Screen Magnification	2.8x To 10x
Projection Distance	1.0-3.5m
Tilt Angle	22° max
Leveling Adjustment	Head mirror to be adjusted
Safety Devices	Internal switches cut power when top cover is opened, or when unit is folded down Thermostat safety control against overheating
Power Cord	3.5 meters
Dimensions (Open)	360(D)X450(W)X718mm(H)
Dimensions (Close)	360(D)X450(W)X188mm(H)
Weight	7.6kg

Specifications subject to change without notice



When the show must go on.

EIKI INDUSTRIAL CO., LTD

4-12 Manza-cho K. K. SAKA JAPAN Phone 153 9479 FAX 16311 8-88

EIKI INTERNATIONAL INC

AUTHORIZED EIKI DISTRIBUTORS & DEALERS

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NEW

Powerful, Compact S-VGA projector



The EIKI LC-SVGA870 can project SVGA(800x600), MAC-16(832x624) and XGA(1024x768) in DIGITAL compressed or panned mode. It also handles VGA in normal and expanded mode. And it's compatible with worldwide colour standards, PAL/SECAM/NTSC/NTSC4 43/PAL-M, automatically, in either 4:3 or 16:9 format.

A new, long-life 160watt superior intensity discharge (SID) lamp and optical system delivers 1250 ANSI lumens with more than 85% uniformity for a brighter more even illuminated image.

The screen size can be easily adjusted by motor-driven zoom and focus lens, from 30" up to 300" diagonal. The wireless remote control gives you complete control of both projector and computer's mouse.

Best of all, it's smaller than the average briefcase, and weighs only 6.6kg, so it goes into airline overhead compartments with ease or even under the seat.

LC-SVGA870

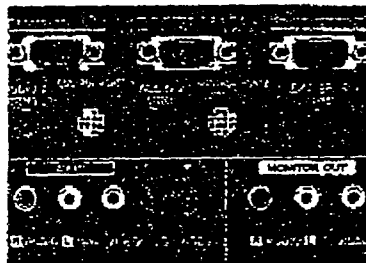
The Portable Multimedia Projector

MAIN FEATURES

- * Projects 800x600 dots for real S-VGA and VGA resolution
- * Displays XGA(1024x768) in compressed and panning mode
- * VGA in normal and expanded mode
- * Digital Realized Interpolation Technology (DRI1) for expand and compressed mode
- * Compatible with worldwide colour system standards PAL / SECAM / NTSC / NTSC 4.43 / PAL-M
- * 1250 ANSI Lumens bright image with 85% uniformity
- * Easy lamp replacement
- * Adjustable screen size from 30" to 300" diagonal
- * Easy set up Motor driven zoom and focus adjustment
- * One touch elevation adjustment up to 6°
- * Auto image function for Total dots, Fine Sync and Position
- * 750 TV-line horizontal resolution
- * Built in 2 watt stereo amplifier and speakers
- * Picture freeze function
- * Picture reverse scan function (left/right and top/bottom)
- * Two computer input
- * RS232C control port
- * Compact and lightweight design, 6 kkg
- * Wireless Remote controller with mouse control

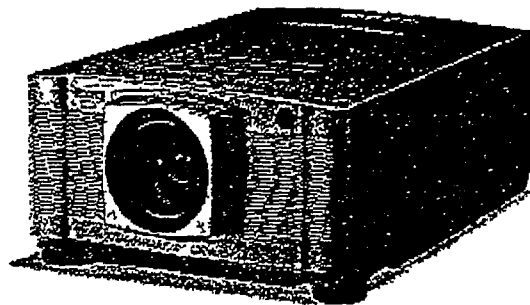
Simple Connectivity

Everything you need to connect and project.



Convenient Control

Projector and computer's mouse control at your fingertips



LC-SVGA870

Multimedia Projector

SPECIFICATIONS

POWER REQUIREMENTS	100-240V 50/60Hz
POWER CONSUMPTION	250W(±5%)
LCD PANEL	1.3" Polysilicon TFT Active Matrix x3
NUMBER OF PIXELS	1537 04 (832x624x3)
PROJECTION LAMP	160W Super Intensity Discharge (SID) type
BRIGHTNESS	1250 ANSI Lumens
RGB DISTRIBUTION	Dichroic mirror and prism system with PBS(Polarization Beam Splitter)
UNIFORMITY	more than 85%
PROJECTION LENS	1.8" 1:1.48 ~ 62.8mm 1/6 or 1/4" 2.0 or 2.5 inch
SCREEN SIZE	30" - 300" diagonal
THROW DISTANCE	1.4 - 10.8m
HORIZONTAL RESOLUTION	750 TV lines
COLOUR SYSTEM	PAL/SECAM/NTSC/NTSC 4.43/PAL-M
COMPUTER STANDARDS	SVGA VGA MAC 6 MAC 15 XGA in digital compressed and panning mode
SCANNING FREQUENCY	Horizontal 15kHz-100kHz Vertical 50Hz-100Hz Dot clock 135MHz
COMPUTER INPUT	D-sub 15 type x2 Stereo mini jack x2 (audio) 4pin pole 12 pin x2 (mouse control port) 4 pin 15 pin mini D-sub RS232C port
COMPUTER OUTPUT	D-sub 15 type x1
VIDEO/AUDIO INPUT	RCA type x1 DIN type x1 RCA type x2 (audio R.L. Monaural)
MONITOR OUTPUT	RCA type x1 (video) RCA type x2 (audio R.L. Monaural)
OTHERS	Line lock type x1 (external speaker lock)
INTERNAL AMPLIFIER	2W+2W Rds Stereo
BUILT IN SPEAKER	4x7cm 2 pcs
REMOTE CONTROL	Wireless
DIMENSIONS	272(W) x 113(D) x 412(H) mm
WEIGHT	16 kkg

Specifications subject to change without notice



AUTHORIZED EIKI DISTRIBUTORS & DEALERS

A key to better communications
EIKI INDUSTRIAL CO., LTD

4-2-3 Saitama City, Saitama Prefecture JAPAN

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JORDAN LOAN GUARANTEE CORPORATION										APPENDIX IX
TRAINING/CONFERENCE ROOMS PROCUREMENT DETAILS										
Training Room					Conference Room					
#	Item	Qty	Est'd Unit Price	Est'd Total Price	#	Item	Qty	Est'd Unit Price	Est'd Total Price	
1	Chairs	17	70	1190	1	Chairs	12	70	840	
2	Sectional Tables (140x58cm)	8	180	1440	2	Sectional Tables (150x75cm)	6	180	1080	
3	Presentation Desk (150x50cm)	1	200	200	3	Cabinet (220x55cm)	1	700	700	
4	Shelves 165x40cm	1	295	295	4	Beverage Trolley	1	200	200	
5	Beverage Trolley	1	200	200	5	A/C unit - 2 tons	1	2300	2300	
6	A/C unit - 2 tons	1	2300	2300	6	Elec + Comp points		290	290	
7	Elec + Comp points		820	820	7	False Ceiling + Deco		400	400	
8	False Ceiling/Deco		430	430	8	Notebook PC	1	1500	1500	
9	Notebook PC	1	1500	1500	9	Overhead Projector (Eiki OHP4400)	1	365	365	
10	Overhead Projector (Eiki OHP4400)	1	365	365	10	Multi-Media Projector (Eiki LC-SVGA870	1	4250	4250	
11	Multi-Media Projector (Eiki LC-SVGA870	1	4250	4250	11	TV 29' + VCR	1	1300	1300	
12	TV 29' + VCR	1	1300	1300	12	Projection Screen	1	65	65	
13	Projection Screen	1	65	65	13	White/Paper Board	1	750	750	
14	Video Camera (w/remote + tripod)	1	900	900	Total Conference Room					14040
15	Digital Camera (Nikon or Canon)	1	800	800						
16	SLR Camera w/flash	1	350	350	Recapitulation					
17	White/Paper Board	1	750	750	Training Room					17155
Total Training Room				17155	Conference Room					14040
					Grand Total					31195
Notes										
1	All indicated prices are in JOD before duty and sales tax									
2	Duplication of Notebook and Presentation equipment is designed to include accommodation of off-site information sessions and marketing road-shows									
3	Please refer to the full report (item 6.0) for rationale to furnish and equip two separate rooms									
4	Any stated brand names are indicative only and are intended to reference comparable product									

5	Quotations based on information provided by Naim S El-Far & Co and Budeiri & Co , both of Amman
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